

ARTS SUB-ELEMENT

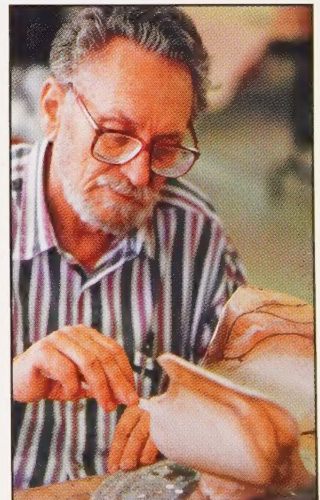
of the
General Plan

City of Sunnyvale

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ARTS SUB-ELEMENT

CITY OF SUNNYVALE GENERAL PLAN



The Sub-Element complies with California Government
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Sunnyvale, California

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City of Sunnyvale
Arts Sub-Element
of the General Plan

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PREFACE

Development of the original 1983 Cultural Arts Sub-Element and this revision are supported by Section 65303(k) of the California Government Code which authorizes each county and city to include in its General Plan various elements to assure sound planning and allocation of public resources for governmental activities. The Cultural Arts Sub-Element is part of the Cultural Element of the City's General Plan, which also includes the Library, Heritage Preservation and Recreation Sub-Elements. The Cultural Arts Sub-Element is related to those Elements and Sub-Elements of the General Plan which define broad goals and policies regarding community participation, social concerns, and economic issues, such as the Law Enforcement and Fiscal Management Sub-Elements.

Several years ago, an arts marketing survey was conducted. Public perception indicated that the term "Arts" more clearly represents the City's programs compared to the phrase "Cultural Arts", and the reference "Arts" is easier for the general public to understand. Therefore, it is proposed that the Sub-Element be renamed the Arts Sub-Element as outlined in this document.

The Arts Sub-Element is directly complemented by several other Sub-Elements. The **Recreation Sub-Element** is a companion document to the Arts Sub-Element and contains goals and policies which focus attention specifically on the provision of a broad community-based recreation program which includes the Arts. The Recreation Sub-Element provides overall policy direction with implications for provision of all City-wide recreation services while the Arts Sub-Element focuses on goals and policies specifically related to the performing arts, visual arts, and arts education in Sunnyvale.

The **Open Space Sub-Element**, which is part of the Community Development Element, contains goals and policies related to development, provision, and maintenance of open space and similar facilities for arts-related use and enjoyment. The Open Space Sub-Element goals encourage cooperation with school districts and governmental agencies to develop and provide access to open space and related facilities for the Arts.

The **Socio-Economic Element** has policies which encourage the provision of services for older adults, encourage programs that assist at-risk youth in obtaining an education and learning job skills, and encourage programs and services that address special needs of individuals with disabilities. Each of these populations is addressed through Arts programs and services, and is identified in the Goals, Policies and Action Statements of the Arts Sub-Element.

The **Community Design Sub-Element** is a unique Sub-Element in that it deals with many issues and qualities which are difficult to quantify, such as community identity, comfort, beauty and fun. Good design is a major element in development of the City's environment, image and identity. To this end, the Arts are identified by the provision of Art in public areas and private development. Additionally, an artistic approach is critical to the functional and aesthetic treatment of infrastructure elements. The importance of the Arts in community design is identified in the text and the Goals, Policies and Action Statements of the Community Design Sub-Element.

The **Sunnyvale Downtown Specific Plan**, prepared by the Department of Community Development, also clearly recognizes the importance of the Arts in development and implementation of architectural designs and art-related aesthetic treatments which are both pleasing and functional.

The Arts Sub-Element facilitates planning and community outreach directly related to arts programs and services. Information contained in the Sub-Element resulted from research which generated valuable data and enhanced the existing system for on-going evaluation and revision of the data. The Sub-Element contains important community demographics which are useful in marketing the Arts and communicating with the public.

In developing a document like the Arts Sub-Element, whose results so directly impact Sunnyvale citizens, staff believed it essential to gain an insightful and accurate picture of the values, concerns and preferences of the community. To this end, staff developed and implemented a variety of research strategies designed to reach as many individuals and interest groups as possible. Research strategies used were not intended to achieve strict statistical validity, rather every attempt was made to reach out to the community to gather as complete an assessment as possible of community perceptions, needs and desires regarding Arts Programs and Services.

Arts Sub-Element Community Steering Committee: A Steering Committee of approximately 20 community members was convened to assist Department staff in determining and evaluating outreach and research efforts related to the Arts. The Steering Committee was widely representative of the range of interests and perspectives characteristic of the Sunnyvale community. Members included: Arts Commissioners; representatives of community art organizations; professional educators; citizens/neighborhood groups; youth and youth organizations; private sector businesses; local arts agencies; and individual artists involved in the literary, visual and performing arts.

Every effort was made to achieve a balance in terms of age, ethnicity and area of interest or focus in assembling the Steering Committee. The Committee met three times during 1994 and 1995 to provide feedback and direction for staff, and continued their involvement through reviewing drafts of the Sub-Element.

Outreach and Research Efforts: A phone survey - "**Cultural Arts in Sunnyvale**" was designed and implemented through a partnership with San Jose State University and a Masters of Public Administration graduate class. Students designed and conducted a phone survey to target both Sunnyvale resident users and non-users of arts services and programs in order to assess perceptions, needs and desires related to the Arts.

The 25-item survey collected data that addressed questions about: a) citizens' awareness of current arts programs and services; b) level of utilization of services; and c) level of support for the Arts. Data included descriptive demographic information used to test possible links between income, age, ethnicity, gender and education with actual utilization of arts programs and services. Of the 338 phone surveys conducted, 73% of the respondents indicated that it was important to them that arts programs and services exist in Sunnyvale.

A written Survey, "**Interested in the Arts**", was developed for general comment and was available to the public at the Sunnyvale Community Center Complex, Library, Senior Center, City Hall and Chamber of Commerce. The survey was also mailed directly to approximately 350 residents who have participated in city-wide activities, and one hundred additional surveys were provided to the St. Martin's Catholic Church congregation in an effort to reach a variety of ethnic and culturally diverse residents. Questions in the survey addressed respondents' awareness of and participation in City-sponsored arts programs, perceived constraints to participation, and solicited ideas and suggestions for enhancing local arts programs, services and facilities.

Focus Groups for After-School Programs were organized to assist staff in exploring the needs of students and parents for after-school programs and services. Focus groups were composed of school district staff, representatives from parents' associations, students and staff. These discussions clearly identified the need for programs designed to provide positive and constructive activities during discretionary hours following the close of the school day and before many parents are home with their children. A strong interest in arts-related activities was identified.

Several public focus group sessions were also conducted in 1994 and 1995 as part of the research for updating this Sub-Element. Potential group members were identified from survey respondents; Arts Sub-Element Steering Committee recommendations; written media, including *The Sunnyvale Sun*; and notices were placed at City locations including the Sunnyvale Library, City Hall, Community Center and Senior Center. Invitations to attend the focus group sessions were also sent directly to residents who had indicated an interest in the Arts. Meeting announcements were also featured on Sunnyvale's government access channel, KSUN - Channel 18.

Four citizen focus groups, drawn from the above sources, were held with one meeting held specifically for at-risk youth, and one for senior adults and co-sponsored arts

organizations. All groups discussed the perceived strengths and areas of growth for arts programs and facilities; critical trends involving youth and families, economics, and the changing demographics; populations and/or programs perceived to have priority in decisions regarding financial subsidy in the delivery of leisure services; and the Department's potential involvement in issues of community and social concern.

Other Citizen Outreach Efforts: To provide opportunities for additional input, revision of the Arts Sub-Element was item on the monthly agenda of the Sunnyvale Arts Commission for the past twelve months. Staff also met informally with the Senior Center Advisory Committee and several multi-cultural arts groups to discuss the role of the Arts in Sunnyvale. Surveys were distributed on an on-going basis to program participants, and the city-wide customer service brochure, "How Are We Doing?", was available to the public at the Community Center Theatre and Creative Arts Center.

Departmental Data Sources and Support: Parks and Recreation staff working on the Sub-Element reviewed and incorporated existing sources of data relevant to this project. These included: a **Teen Survey** completed in 1992, consisted of 2,600 written questionnaires received from students in three junior high/middle schools and three senior high schools, and focused upon interests and feedback related to programming for teens; **1990 Census** information related to the City of Sunnyvale; arts programs and services statistics; and annual budget and performance reports.

A **Marketing Plan for the Arts** was developed in 1993 to assist staff in identifying new markets, enhancing services to existing customers, exploring pricing strategies and current trends related to the provision of arts programs and services. Components of the marketing plan are consistent with the approach outlined in the Community Recreation Enterprise Fund and are designed to assist the Arts in becoming less dependent on the City's General Fund.

Department of Parks and Recreation managers, Arts staff, and individuals from other departments helped to define critical issues and provided insight into major trends in service delivery, participation in programs and use of facilities, marketing and financing, and future directions for development.

Literature Review: Current theory and research in respected journals and publications were reviewed to determine state and national trends and issues in the delivery of Arts programs and services. Notable resources included: the California Arts Council; National Assembly of Local Arts Agencies; National Endowment for the Arts; California Park and Recreation Society; Arts Council of Santa Clara County; National Recreation and Parks Association; County of Santa Clara; and the State of California Healthy Cities Project.

Preparation of the Sub-Element: The Arts Sub-Element was drafted by Department of Parks and Recreation staff. The Arts Commission reviewed the contents of the Sub-Element in Fiscal Year 1994-95 as part of its work plan. In addition, the Sub-Element was reviewed by the Planning Commission, the Parks and Recreation Commission, and a variety of community groups and individuals.

This document is an update of the original Cultural Arts Sub-Element approved in 1983.

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EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

INTRODUCTION

This Sub-Element is the basis for considering the provision of Arts Programs and Services in the economic and social context of today and creates strategies for the future which include new ways of doing business to ensure that the Arts remain a strong component in the provision of community leisure services.

Since 1983, the City of Sunnyvale and its residents have experienced rapid and significant changes which have affected the individual, family, environment, government services and the economy. The "age of rapid change" is projected to continue through the 90's and well into the twenty-first century. During such times, the mental and physical well-being of individuals and communities become critical factors in developing and maintaining a high quality of life.

In the course of updating the Arts Sub-Element, it was confirmed that individuals and groups embrace the Arts as a integral part of the quality of life, and arts programs, services and facilities are highly valued public services. Often defined as the "soul" of the community, diverse arts programs bring value to many aspects of the community.

Social Value of the Arts: People share their cultural differences and find common ground for interaction and communication through participation in the Arts. Social interaction fostered by the Arts breaks down unfamiliarity, isolation and racism when people of different generations, cultures and levels of ability come together through arts experiences and opportunities. Community support for the Arts develops citizenship, serves as an outlet for personal feelings, observations and perspectives and fosters leadership skills. The Arts bring "joie de vivre" to communities and provide fun, joy and beauty to our everyday lives and offer relief and respite from an increasingly demanding world.

Value of the Arts in Education and Personal Development: Through participation in the Arts, individuals develop a balanced and meaningful life by expanding skills, reducing stress and building a positive self-image. The Arts provide opportunities for positive lifestyle choices instead of self-destructive and anti-social behaviors. Participation in the Arts enhances educational development by encouraging problem-solving, flexibility, creativity, cooperation, persistence and reasoning.

Economic Value of the Arts: In addition to being a vital means of social enrichment, the Arts are an economically sound investment for communities of all sizes. The Arts represent an industry that generates jobs and supports the local economy. At the local and state levels, the non-profit arts industry is larger than many manufacturing industries

and encourages growth and creativity in the commercial sector and nurtures communication, entertainment and technology. The Arts are a catalyst for tourism, business relocation and expansion within the community.

Community Aesthetics, Identity and the Arts: The cultural identity of a community is enhanced by the application of quality architectural design and inclusion of public art in physical boundaries, gateways, landmarks, open spaces and buildings. Public Art distinguishes communities from one another and adds human dimension to both outdoor and indoor environments by adding color and movement while defining "a sense of place".

Physical Activity, Healing and the Arts: The development of fine and gross motor skills are stimulated and improved through participation in the Arts. Various forms of dance build stamina, boost cardiovascular fitness and improve muscle tone through stretching, range of motion and strengthening activities. Eye-hand coordination is developed through activities such as painting, drawing and pottery. The Arts offer an opportunity to develop physical and mental balance while stimulating the intellect, enhancing learning processes and developing cognitive skills. The Arts' role in the healing process is widely recognized and provides individualized opportunities to express emotions and experiences. The Arts are a positive outlet for self-expression, serve as an effective intervention and build self-esteem and a sense of personal achievement.

COMMUNITY CONDITIONS

Changing Community Demographics and Implications for Arts Programming and Services

Based on information compiled for the 1993 Recreation Sub-Element and this Arts Sub-Element, it is apparent that significant changes in demographics, economic conditions, family structure, ethnic diversity and prevailing values and priorities have occurred in Sunnyvale. These changes will continue through the 1990's and well into the twenty-first century. Because of the relevance to the Arts Sub-Element, the awareness of and adaptation to prevailing demographic, social and economic conditions are crucial to effectively address community needs related to the Arts.

Changing Distribution of Age Groups

It is estimated that the distribution of age groups within Sunnyvale's population will be characterized by population increases within the age groups of 18 years and under, and individuals over 55 years of age. Individuals in both age groups will want arts-related programs and services which address their particular needs.

Ethnic Diversity

Sunnyvale's total population has become markedly more diverse in ethnic composition with major increases in the Asian, African-American and Hispanic populations resulting in a decrease in the percentage of White population. This diversity is more pronounced in the youth population, and a number of these individuals are "linguistically isolated" by lack of English language skills. Focused efforts in the areas of needs assessment, program and marketing development, community outreach and staff selection and training will be crucial to providing effective access to the Arts.

Changing Family Structure

The variety of "familial" arrangements in contemporary society includes adults living with non-related adults, living alone, and/or living in blended families. A significant number of Sunnyvale families may face time-related and economic constraints related to participation in the Arts. Local and low-cost access to the Arts will become increasingly important and family oriented arts programs will need to be sensitive to timing, scheduling, pricing, prevailing values and family leisure pursuit needs.

Changing Economic Conditions

Total personal income in the Bay Area has declined since 1990, resulting in financial hardship for some Sunnyvale residents. This factor has created a significant barrier to participation in the Arts for some residents; therefore, it is clear that marketing and pricing efforts need to be sensitive to the cost and affordability of programs, and a system which makes programs accessible to persons who are economically disadvantaged needs to be available to residents.

Challenges Confronting Youth

Perhaps the greatest challenges are for children and teens as they face societal circumstances and choices which have critical implications for their development and growth. Some youth will live in environments characterized by poverty, inconsistent support systems, reduced supervision and diminished options for positive arts/recreation involvement. Concurrently, exposure to violence (in the home, schools and in the media) is increasing as are opportunities for gang involvement, substance use and abuse and other at-risk behavior. The Arts as intervention and prevention are important in reaching children and teens to help them develop positive alternatives to the leisure-related choices available to young people.

Changing Financial Conditions of the City

Since 1983, Sunnyvale's financial status has been dramatically impacted by both state and federal mandates which have cost the City approximately \$77 million in the past five years. These mandates represent about 23% of the City's annual operating budget. Anticipated revenues from taxes were further reduced by the State of California and by

the end of Fiscal Year 1993-94, City revenues were reduced by approximately 5.09 million annually. Since demand for City services continues to escalate and voters are not anxious to approve new or increased taxes, it was critical for the City to develop financial strategies which would not result in widespread service reductions. Those strategies directly impacting Arts Programs and Services include the following:

Elimination of Capital Projects

To balance the operating budget, City Council took action in 1992 to eliminate a number of planned capital projects. This action resulted in the elimination of the ongoing Master Plan for Public Art, staff support for the Art in Private Development Ordinance, and the Performing Arts Center Project.

Development of Community Recreation Enterprise Fund

To address changing financial conditions of the City, alternative strategies and ways of doing business were developed. One strategy was the implementation of the Community Recreation Enterprise Fund in Fiscal Year 1991-92. Objectives of the fund include: development of a clearer definition of leisure activities (including the Arts); retention of revenues generated by recreation and arts programs to directly offset operating costs; development of a strong, long-term market based system; and creation of greater financial independence for leisure activities, including the Arts.

In conjunction with the Community Recreation Enterprise Fund, a major budget restructuring project has been completed which realigns resources to become more outcome and demand management oriented while integrating service delivery systems focused on target markets rather than service functions. The Arts will continue to be an integral and important element within the overall context of leisure services, but will be incorporated into the overall service delivery plan for specific populations, such as youth, older adults, and teens.

Ensuring Access Through Subsidy

The Community Recreation Enterprise Fund contains an aggressive marketing and pricing component; however, it must be recognized that approximately five percent of the Sunnyvale population is below the poverty level based on the Federal Poverty Level Index. This population often has the greatest need for programs and services; therefore, a mechanism or "safety net" is needed to assist those residents who cannot afford to pay market prices for programs and services. Otherwise, these individuals will be excluded from participation in arts programs and services. The City provides a Fee Waiver Program which subsidizes individuals meeting poverty guidelines.

In addition, the restructured budget explicitly recognizes that some programs and services should be subsidized for identified target populations such as youth and disabled individuals. There are portions of the population which do not meet poverty guidelines, but have difficulty affording program fees. To provide maximal access to programs and

services, discounts are offered for repeat registrations, multiple registrations within the same family, age group categories and parent/child registrations.

Program, Facility and Service Developments Since 1983 and Future Policy Directions

All of the goals, policies and action statements of the 1983 Cultural Arts Sub-Element have been addressed since its adoption. In addition, an increasingly broad range of community needs have been successfully addressed.

Changes and Growth in Youth Programs and Services Since 1983

In response to the reduction of art programs in the area's educational system, the Gallery Education Program was developed to offer elementary school students an opportunity to learn about art forms in a lecture and "hands on" format. The Gallery Education Program is offered on a fee basis and is filled to capacity from September to early June. About 5,000 school children annually participate in this award-winning Gallery Education Program.

Ten years ago the "Hands on the Arts" Festival was developed in partnership with the Arts Council of Santa Clara County. This national award winning Arts festival is held at the Sunnyvale Community Center Complex and features local and regional artists who develop and conduct "hands on" workshops for children ages four to sixteen. An estimated 15,500 children and adults attended this annual event in 1995.

An "Art in the Schools" Program was developed to replace reduced school district funding for the Arts after the 1978 passage of Proposition 13. The Sunnyvale School District covered costs of supplies, the PTA raised funds to cover salaries of the artists, and the Department of Parks and Recreation administered the program. The program was very successful and continued for approximately five years until the Sunnyvale School District incorporated the concept into its curriculum and assumed full responsibility for the program. The program was eliminated several years later when district resources were reallocated.

In partnership with the Sunnyvale School District, the Department of Parks and Recreation developed and implemented the YES! Express Program which is a comprehensive after school arts and enrichment program for elementary school children. Initially offered at three elementary school sites, the program has expanded to all seven of the District's elementary schools. The program is offered on a direct cost-recovery basis, and has received local, state and national recognition for its innovative and effective approach to after school programming. A five year development plan has been created to continue the YES! Express concept.

Future Directions for Youth Art Programs and Services

Investment in arts programming and services for youth is an investment in the future. The success of the YES! Express after school programming model confirms national findings that "extended learning" (after school, summer and weekend activities) is an area in which to concentrate and expand efforts. Because of the success of this approach, a similar model is being used to develop after school programming for middle, junior and high school students. Development of the new Columbia Neighborhood Service Center will provide an additional opportunity to include a strong arts component to the programming mix offered for middle school students and other community members when the Center opens in 1996.

Changes and Growth in Partnerships

City Council adopted a resolution establishing an advisory Arts Commission in 1984. Consisting of five residents appointed for terms of four years, the Commission meets monthly to provide staff with community input regarding the Arts and to advise City Council on art-related items.

The Department of Parks and Recreation has a history of working closely with all schools in its jurisdiction. The "Arts in Schools Program", the Gallery Education Program, and Yes! Express Program are excellent examples of partnerships formed to serve students in local school districts. The leveraging of resources such as expanded use of school district facilities beyond the normal school schedule to include evenings, week-ends and summer months; enhancing of staff expertise for both organizations through cooperation and collaboration; and convenient program locations which are familiar to children and parents are both characteristics of these partnerships. In 1993, the City entered into an agreement with the Sunnyvale School District which gives the Department of Parks and Recreation the responsibility of reserving District facilities during non-school use hours.

Co-Sponsorship and Outside Group Funding Partnerships have continued since 1983. In Fiscal Year 1994-95, two arts-related organizations received funding. Currently the City co-sponsors eleven non-profit organizations in theatre, art, photography, dance and music, and these organizations receive "in-kind" support such as printing services, complimentary facility use and staff assistance.

Private sector and community partnerships are illustrated by the "CadArt" Program which is offered in conjunction with Hewlett/Packard, the Sunnyvale Rotary Club concert series, the co-sponsorship of "Hands on the Arts" with the Arts Council of Santa Clara Council, and participation as a member of the Santa Clara County Tasman Light Rail Project Aesthetics Committee.

Intra- and inter-departmental partnerships are vital to support the Arts and enhance activities offered by the City. These partnerships have resulted in the inclusion of public art in City parks such as Baylands Park, the Community Design Sub-Element and the Downtown Specific Plan developed by the Department of Community Development. In

addition, Parks and Recreation Department staff has worked closely with private sector developers and other City departments to implement code requirements of the Art in Private Development Ordinance and five projects have been completed to date. A strong connection between the Arts and Library Services is demonstrated by the use of various art forms to enhance story telling sessions and other literary experiences, and the Library has been selected as the site for several acquisitions of public art. The library also provides exhibit space for the Sunnyvale Art Club and the Sunnyvale Photography Club, two of the City's co-sponsored organizations.

Volunteers are important community partners, and volunteer opportunities for both adults and youth are available through the gallery docent program, gallery education program, Hands on the Arts, Evenings of Cultural Arts, co-sponsored organizations and general program support. Approximately sixty-five individuals, who participate in the City volunteer program, annually select the Arts as their volunteer commitment and contribute approximately 3,000 hours of support each year.

Future Directions for Partnerships

Future directions for partnerships will continue to emphasize the "win-win" elements of building community commitment and involvement while leveraging resources. Efforts will also be devoted to increasing partnerships with community, neighborhood and cultural groups. Of particular interest is the exploration of the establishment of a "Friends of the Arts" organization which might raise funds to enhance or expand existing City funding or be an advocate for the Arts and recreation within the community.

Changes and Growth in Performing Arts Programs and Services since 1983

As outlined in the 1983 Cultural Arts Sub-Element, a summer repertory theatre program was established which features three to four productions during the summer months at the Sunnyvale Community Center Theatre. The City contracted with and provided seed money to the California Theatre Center to develop and implement a summer repertory program for a ten-year period. Fiscal Year 1994-95 marks the final year of the contract.

A performing arts series called Evenings of Cultural Arts was developed to showcase performing arts of different ethnic and cultural groups represented in the community. To provide an even richer arts offering, Evenings of Cultural Arts performances are often paired with a gallery exhibit opening. An added feature includes partnerships with local restaurants which provide discounts to patrons on the evening of a performance, promoting both the performing arts experience and the local economy.

A partnership with the Sunnyvale Serenaders, a co-sponsored organization, was developed to offer a summer concert series at Ortega Park during the months of June, July, August and September. In 1994, the Sunnyvale Art Club joined the partnership, and the Art Club installs an outdoor art exhibit for one of the concerts; thereby, bringing together the visual and performing arts in a beautiful outdoor setting.

Future Directions for Performing Arts Program and Services

Provision of the performing arts, as well as other arts programs, can be viewed as an investment in our youth that builds appreciation and understanding of the Arts and cultivates audiences of the future. Both participatory and passive experiences are important components of a balanced performing arts program that builds a strong foundation in the Arts for youth. The City recognizes the importance of providing a balance of arts experiences and will continue to evaluate current offerings and work toward diversifying performing arts programming through increased outreach to cultural and ethnic groups and performers to ensure a balanced and diversified program.

A 1995 Legislative Issue asked the Department of Parks and Recreation to pursue opportunities to expand concerts in the park by identifying partners who would assume responsibility for particular events. To date, new partners have not been identified; however, staff will continue to seek opportunities to enhance outdoor concert experiences.

Increasing use of sponsorships and partnerships may offer new opportunities to achieve the City's goals for performing arts programs and services. The evaluation of performing arts programming and facility use on a regional basis may also be appropriate to leverage resources and meet community demand for programming.

Changes and Growth in Public Art Programs and Services Since 1983

In 1983, an ongoing Master Plan for Public Art was developed by the Sunnyvale Arts Committee and City Council. The Plan identified public locations (indoor and outdoor) for the permanent display of art, and set aside funding from the General Fund to acquire a balanced collection of public art which is varied in style, medium and imagery. To date, fifty works of art make up the City's Public Art Collection. When the Council eliminated a number of capital projects in 1992, the Master Plan for Public Art was eliminated before the first ten years of the plan were fully implemented.

To further enhance the City's commitment to providing Art in the community and in response to a policy in the 1983 Cultural Arts Sub-Element, an Art in Private Development Ordinance was approved by City Council in 1990. The ordinance requires large and centrally located private sector developments to include art for public display. As of 1995, there are seven completed installations located in the City (five of which were completed in conjunction with code requirements for the Art in Private Development Ordinance).

Future directions for Public Art Programs and Services

The City is currently without a Master Plan for Public Art, and new funding sources and strategies need to be identified in order to make a revised master plan reality. Staff will be exploring traditional and non-traditional means of funding a public art program.

Strategies will include: revising code requirements for the Art in Private Development Ordinance which would provide incentives to developers for including public art in private development projects; working with the Department of Public Works to develop a process for including public art in appropriate City capital projects; working with the Department of Community Development to include public art in implementation of the Downtown Specific Plan; and continue participation in the signage project at the Water Pollution Control Plant, Smart Station and Baylands Park, Columbia Neighborhood Center and the Tasman Light Rail Design Project. Community murals are another area of consideration, and staff will explore options with neighborhood and community organizations to develop community murals which promote quality public art and neighborhood identity.

Changes and Growth in Performing and Visual Arts Classes and Program Offerings Since 1983

Since 1983, the Creative Arts Center Gallery Exhibition Program has been enhanced by initiating the use of juries to select artists for each exhibit. The exhibits showcase new and emerging professional local and regional artists, as well as offering a balance of art forms, styles and mediums in paintings, photography, ceramics and textiles. An annual exhibit by the Sunnyvale Art Club and the Sunnyvale Photography club, two co-sponsored organizations, are included in the schedule. A children's art exhibit is installed in conjunction with the annual "Hands on the Arts" Festival.

The Department of Parks and Recreation offers a full range of pottery services including ongoing educational classes for the beginning to advanced student, workshops featuring world-renowned pottery and ceramic artists, and an annual public student pottery sale. The City's Pottery Program is among the most popular of the wide variety of arts classes offered for youth and adults.

The YES! Express model for after school programming has become a cornerstone of the City's approach to recreation programming for youth. While the Arts are a major focus of the program, other classes such as science, computers, and Tai Kwon Do round out program offerings.

Approximately 500 after-school, evening and weekend classes and activities are available to children and adults. These opportunities include fine arts, dance, drama, music, pottery, and self-help classes, workshops and seminars. The 1984 opening of the Sunnyvale Multi-Purpose Senior Center expanded arts-related opportunities designed for senior adults. These programs are another excellent example of community partnerships since a number of classes are offered in conjunction with the DeAnza Community College District and Fremont Adult Education.

Future Directions for Performing and Visual Arts Programs and Classes

Ongoing evaluations of programs and classes will be conducted along with marketing surveys to ensure customer satisfaction and customer needs are met. Classes will be offered in the context of the Community Recreation Enterprise Fund. Following the new

budget structure, attention will be given to cost recovery. The focus on services for older adults is expected to continue through the Multi-Purpose Senior Center.

The current partnership with the Euphrat Museum to curate shows for the Creative Arts Center Gallery has worked well, and partnerships such as the existing one with the Euphrat Museum of Art along with volunteer docents will be critical to keeping the Gallery open to the public.

Changes and Growth in Facility Development Since 1983

As part of the Community Center Renovation Project, major improvements to the Community Center Theatre were completed: lobby was enlarged; ticket box office, handicapped accessible rest rooms, rehearsal room and office space were added; theatre seating was replaced; and infrastructure improvements to the roof, heating, ventilation and air conditioning systems, stage lighting, audio system and fire protection systems were completed. The theatre is booked annually for forty-nine weeks with three weeks generally set aside for preventive maintenance and repair. Over 450 performances are offered each year which include drama, dance, storytelling and music.

The Creative Arts Center was remodeled in 1985 to replace the lapidary studio with a general purpose arts and crafts studio and additional storage for the gallery was added along with office space. As part of the Community Center Renovation Project, a fire protection system was added, the roof replaced and interior finishes were updated. New kilns were installed in 1995, and potter's wheels and other pottery-related equipment is replaced on an as needed basis.

Since 1983, there has been increased interest in dance; therefore, a major component of the Community Center Renovation Project identified the addition of a dance studio to the theatre building. Approximately 250 dance classes are offered annually for children, youth and adults, and include ballet, tap, jazz, hip hop, Chinese Ethnic Folk Dance and Israeli Folk Dance.

A portion of the Raynor Activity Center has been converted to four artist studios which are leased to local artists who cannot rent space at commercial rates.

Future Directions for Facility Development

As evidenced by the elimination of the Regional Performing Arts Center Project, the trend is to maintain existing facilities rather than constructing new ones. The recent and extensive renovation of the Community Center Complex ensures that arts facilities located on the site are functional and attractive. Efforts will continue to focus on the Americans with Disabilities Act requirements for accessibility, along with facility quality, safety and cleanliness to ensure participants' safety and user satisfaction. Staff will explore partnerships with regional facilities and attention will be given to recovering operational costs from users of city-owned facilities.

Customer Service and Citizen Access

The Department of Parks and Recreation's approach to customer concerns is consistent with that of the City's "Commitment to Excellence", in terms of providing easily accessible channels for the communication of concerns, as well as systems for timely and effective response.

As an integral component of customer service, the Arts have been at the forefront in valuing customer feedback and programming input. A variety of methods and techniques are used to assess customers' needs and satisfaction levels, and to provide opportunities for citizen participation in the planning, development and implementation of the Arts. Methods for citizen involvement include: one-to-one discussions with customers; completion of participant evaluation forms; informal telephone surveys of participants; staff observations of programs and follow-up and response to City-wide "Tell Us How We're Doing" pamphlets.

The new Outcome Oriented Budget Structure adopted by Council for Fiscal Year 1995-96 will measure program performance by using a new customer service index. Parks and Recreation Department staff will work with the Sunnyvale Arts Commission, the Arts Sub-Element Steering Committee and the YES! Express Advisory Committee to continually seek input from the community.

The City has a strong commitment to ongoing evaluation and needs assessment. All practices address effective customer outreach through assessment of needs, satisfaction levels, and input regarding the planning and design of new programs and services, in addition to collection of and response to customer feedback. Results of this evaluation are reflected in the budget for all leisure services, including the Arts.

Financial Strategies Guiding the Provision of Arts Programs, Facilities and Services

Success of the Arts depends on stable long-term funding and strategies which encourage arts participation and appreciation. The City of Sunnyvale has been a role model in developing and supporting stable funding for a Community Arts Program that has not been reliant on outside funding sources.

Market pricing is now an integral part of setting fees for arts programs, services and facility use. This approach promotes fairness and equity by not subsidizing those who can afford to pay. There also needs to be a mechanism to ensure access for those that cannot afford to pay market prices. This need is met through the Fee Waiver Program along with differential pricing.

The restructured Leisure Services Budget identifies specific populations as being "dependent" and appropriate for receiving subsidy while other populations are viewed as being "non-dependent" and are expected to be self-supporting and even generate profit. The Fee Waiver Program has been revised to make it more accessible to the community and measures are being considered to provide all eligible residents with fee waivers rather than providing them only upon request.

Given limited resources and the movement away from Supply Management, the concept of Demand Management is being adopted to explore solutions which reduce demand while continuing to provide comprehensive programs and services. As part of the restructured budget for Leisure Services, program objectives have been revised to reflect demand-reducing and demand-neutral wording. Goals for the Arts Sub-Element have been revised to eliminate demand-creating language, and the Goals, Policies, and Action Statements have also been rewritten to achieve the same objectives with different demand outcomes.

The Arts are an integral component of the Community Recreation Enterprise Fund and will continue to become more self-supporting whenever possible. Leisure Services are forecast to be self-sufficient by Fiscal Year 2001/02, which means that all Leisure Services, including the Arts, will be protected from across the board cuts in funding.

CONCLUSION

The Arts are an integral and essential part of the Sunnyvale community, one of the reasons Sunnyvale is a good place to live, work and do business. The City's commitment to ensuring a quality and responsive Arts Program over the past years, as evidenced by the varied and unique developments described in this Sub-Element, sets a strong standard for the future. A number of societal and financial challenges face the City of Sunnyvale, and the Arts are an important component of the needed solutions. By using the very skills that the Arts develop -- creativity, inspiration, communication, leadership -- solutions to these challenges may be easier to find.

GOALS AND POLICIES

Based on findings and issues outlined in this Sub-Element, the following Goals and Policies for the provision of Arts Programs, Services and Facilities are proposed:

GOAL A: ENSURE THE FINANCIAL VIABILITY OF ARTS PROGRAMMING, SERVICES AND FACILITIES IN SUNNYVALE THROUGH PARTNERSHIPS WITH THE PRIVATE AND PUBLIC SECTOR THAT ENABLE THE CITY TO LEVERAGE RESOURCES WHILE MAINTAINING HIGH STANDARDS OF CUSTOMER SERVICE.

POLICY A.1. Maximize City, school, private industry, social service, and arts-related resources through collaborative development and implementation of arts programs, services and facilities, with a strong focus on customer service.

POLICY A.2. Encourage active citizen involvement in development and provision of arts programs, facilities, and services.

POLICY A.3. Encourage a supportive environment that is receptive to the Arts and welcomes the presence of Art, resident performing arts companies, art services, performances, artists and performers in the community.

POLICY A.4. Further a sense of community identity through the promotion of the Arts.

GOAL B: PROMOTE THE PHYSICAL AND MENTAL WELL BEING OF THE COMMUNITY AND ENSURE EQUAL OPPORTUNITY FOR PARTICIPATION BY PROVIDING OPPORTUNITIES WITHIN GIVEN RESOURCES AND EXERCISING STRONG CUSTOMER SERVICE FOR HIGH QUALITY INVOLVEMENT - BOTH PASSIVE AND ACTIVE - IN ARTS PROGRAMS AND SERVICES.

POLICY B.1. Provide balanced performing and visual arts programs and services within given resources, meeting high customer service standards addressing the needs and interests of a culturally diverse community.

POLICY B.2. Implement art program offerings within given resources and meeting high standards of customer service to meet the needs of identified groups within the population recognizing the rich cultural diversity of the community.

POLICY B.3. Promote awareness, understanding and communication among different cultures and identified groups within the community through the use of the Arts.

GOAL C: POSITIVELY IMPACT THE DEVELOPMENT OF YOUTH BY PROVIDING A STRONG FOUNDATION IN THE ARTS WHICH CAN SERVE AS INTERVENTION AND PREVENTION THROUGH OPPORTUNITIES FOR HIGH QUALITY INVOLVEMENT - BOTH PASSIVE AND ACTIVE - IN ARTS PROGRAMS AND SERVICES WITHIN GIVEN RESOURCES.

POLICY C.1. Develop and implement within given resources art programs and services that positively impact youth development through reduction of unsupervised time so as to minimize and deter future high risk behavior.

GOAL D: MAINTAIN SOUND FINANCIAL STRATEGIES AND PRACTICES THAT WILL ENABLE THE CITY TO PROVIDE A COMPREHENSIVE ARTS PROGRAM TO A MAXIMUM NUMBER OF CITIZENS WHILE SUPPORTING THE CONCEPT AND OBJECTIVES OF THE COMMUNITY RECREATION ENTERPRISE FUND.

POLICY D.1. Support the concept and objectives of the Community Recreation Fund as a means to increase self-sufficiency of arts programs and services while reducing reliance on the City's General Fund.

POLICY D.2. Identify additional non-general fund revenue sources and, where possible, increase revenues from arts programs, services and facilities without jeopardizing the integrity and infrastructure of related facilities and with a commitment to providing excellent customer service.

POLICY D.3. Utilize available pricing and promotional tools in order to maximize participation and/or use related to arts programs, facilities, and services, without jeopardizing the integrity and infrastructure of related facilities.

GOAL E: CREATE AN AESTHETICALLY PLEASING ENVIRONMENT FOR SUNNYVALE THROUGH USE OF FUNCTIONAL AND DECORATIVE ART.

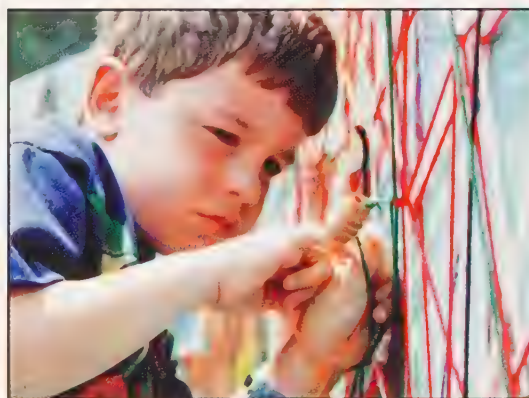
POLICY E.1. Encourage alternative funding sources, funding strategies and incentives to provide and encourage the provision of art in public and private development.

POLICY E.2. Provide and encourage the incorporation of art - both functional and decorative - in public and private development.

GOAL F: PROVIDE AND MAINTAIN ARTS FACILITIES BASED ON COMMUNITY NEEDS AND THE CITY'S CONTINUING ABILITY TO FINANCE, CONSTRUCT, MAINTAIN AND OPERATE THEM.

POLICY F.1. Provide, maintain, and operate arts facilities within financial constraints such as the Community Center Theatre, Creative Arts Center, artists' studios, gallery and public art collection in a safe, clean and usable condition with attention to customer satisfaction.

COMMUNITY CONDITIONS



COMMUNITY CONDITIONS

DEFINITION OF THE ARTS

The Arts may be defined as the conscious use of skills and creative imagination to produce aesthetic objects or works. Although the Arts may be different things to different people, art is found in some form in all cultures. For the City of Sunnyvale's Arts Sub-Element, the Arts are defined from a broad community perspective which includes a wealth of passive and active experiences and a variety of art forms.

Education plays an important role in Sunnyvale's Arts programs. The City offers more than 500 arts-related classes for youth and adults annually at locations throughout the community including the Community Center, school sites and park facilities. The City's nationally recognized after school enrichment program, called the "YES! Express", focuses heavily on the arts to provide young people with opportunities to expand their imaginations and creativity in a safe and supportive environment. An award winning Gallery Education Program offers young people an opportunity to visit the Sunnyvale Creative Arts Center Gallery to hear lectures on artistic styles, mediums and the "creative process" of artists on display in the gallery. Students also participate in a "hands on" workshop which allows them to experience the artistic techniques and mediums discussed in the lecture portion of the program. Additionally, thousands of school children from throughout the Bay Area are bussed every school year to the Community Center Theatre to view professional theatre for young audiences.

"Education plays an important role in Sunnyvale's Arts programs."

The City supports three dedicated arts facilities: the Creative Arts Center, Raynor Artist Studios and the Community Center Theatre. The Creative Arts Center houses four art studios including a fully equipped pottery studio and kiln facility. This facility hosts a variety of visual arts classes throughout the year and is home to an active student pottery program. To further support the arts, a portion of the City's Raynor Activity Center has been converted into artist studios which are leased to local visual artists. The Sunnyvale Community Center Theatre presents more than 450 performances

annually by local professional and amateur theatre companies, dance ensembles and music groups.

Sunnyvale's permanent collection of more than 50 works of art are displayed in public facilities and open spaces throughout the community. These public art pieces lend character and visual interest to their environments and are often a source of community pride. Community art projects, such as the Lakewood Mural Project completed in 1993, have been effective in bringing community members together and strengthening neighborhood identity and collaboration.

Programs and facilities supported by the City assist in creating an environment conducive to the personal expression of art in its many forms. Art may also be used to create an aesthetically pleasing and unique physical environment. Most important, participation in the Arts and exposure to artistic experiences and displays create an enhanced quality of life which will often attract new residents and businesses to a specific community. Canadian artist Beverly Pepper vividly describes the Arts' place in a community:

"If there is art in the city, it expresses that the city is a place that has humanity. If the city conveys that it is a vibrant place, then it attracts people, business, and therefore, wealth . . . But, what is more important is that art is a way of sharing the imagination of the artist with the public, a way of sharing spirit."

"The Arts empower people to make choices and take risks both alone and in groups, and guide community members to appreciate the ideas, experiments and messages in works of art which offer another source of understanding."

The Arts inspire people to work, to wrestle with ideas, figure out how to capture ideas in paint, in motion or in sound. The Arts empower people to make choices and take risks both alone and in groups, and guide community members to appreciate the ideas, experiments and messages in works of art which offer another source of understanding. Throughout history, Art has been the expression of the soul and spirit of humanity. As stated by Lisa Weedn Gilbert:

"Art is the insightful journey of the soul; where emotions spill out upon a canvas or a page, and leave behind lasting impressions of the heart."

NEED FOR THE ARTS WITHIN THE COMMUNITY

Introduction

The 1993 Recreation Sub-Element confirmed findings that recreation and leisure make essential contributions to the lives of individuals, families, and communities, enhancing physical and mental health, as well as strengthening the economic and social bases of communities. When the Arts, are a specific component of a comprehensive recreation and leisure program, they have the same general benefits and make important additional contributions to society and individuals. Benefits of a comprehensive recreation and leisure program, including those of a diverse Arts Program, have become increasingly important in recent years as rapid and dramatic changes in economic circumstances, family structure, and social conditions have significantly affected health and well-being on both individual and societal levels.

The Arts address social issues, promote youth development and education, and develop and maintain a strong economy. This is why the Arts are needed as a critical component of a healthy society. While the Arts are not the only solution in addressing contemporary community concerns and issues, the Arts are one of the important solutions.

Research conducted in the update of this Sub-Element, including surveys, interviews, and focus groups, strongly supports the critical benefits derived from high-quality arts opportunities. Direct feedback received through focus group discussions and extended outreach through surveys and meetings with various community groups and individuals in Sunnyvale reinforced the importance of arts programs and facilities as highly valued and necessary public services. Time and time again, people stated their belief that government does have a role in ensuring the Arts in communities. A random telephone survey of 387 Sunnyvale households on the role of the Arts in Sunnyvale was developed and conducted by a graduate class from San Jose State University in 1994. This survey had striking findings. Seventy-three percent of the survey respondents, including self-identified non-users of Sunnyvale arts programs, facilities and services, believe that it is important that arts programs exist in Sunnyvale.

"Direct feedback received through focus group discussions and extended outreach through surveys and meetings with various community groups and individuals in Sunnyvale reinforced the importance of arts programs and facilities as highly valued and necessary public services."

"A community's strength is increased through arts opportunities that allow people to share their cultural differences and find common ground for interaction and communication."

Social Value of the Arts

The Arts serve a multi-faceted social role in communities. The Arts' unique ability to bridge cultures, communicate and provide meaning in a complex world contributes to building strong communities. A community's strength is increased through arts opportunities that allow people to share their cultural differences and find common ground for interaction and communication. Social interaction fostered by the Arts can break down unfamiliarity and isolation which contribute to racism. The Arts can promote positive, productive contact between different ethnic groups and the larger community. Additionally, the Arts can nurture understanding and harmony within a community by bringing generations, cultures and people of different levels of ability together through arts experiences and opportunities. Intergenerational programs promote understanding between age groups which is critically important to an aging society. For example, youth and live-alone elderly are sometimes cut off from the community; however, opportunities to participate in the Arts can renew and re-involve these community members. The Sunnyvale Lakewood Mural Project, completed in 1993, was an excellent example of bringing together an entire neighborhood in developing an overall design of a mural to reflect a neighborhood's individual character and identity within Sunnyvale. Young children, teens and adults all collaborated in this project.

Art serves as an expression of community by identifying the commonalities among cultures while celebrating the differences. While each culture has its own folk art, literature, dance and theatre, these art forms are prevalent throughout all cultures and may be used as a "bridge" for appreciating and understanding those who are different from one another. This is particularly true when the Arts are experienced at an early age.

Community support for the Arts is an effective method for building citizenship, and through community involvement, people have a stronger role in the equitable and fair allocation of public resources. A study conducted by the City of San Diego in 1993, makes a strong case for developing strategies to encourage collaborations between arts groups and the

schools in the San Diego area. The study emphasized the importance of and the ability of the Arts to address cultural diversity, particularly in schools and through community based outreach programs. As identified by Joan Twiss, Director of the California Healthy Cities Project, access to the Arts and celebration of cultural heritage are recognized as part of the healthful environment, along with clean air and water, safety, and access to medical care.

The Arts serve as a bridge between institutions and youth-at-risk, thereby reducing community costs for police and other crisis intervention services. Giving youth a productive, safe alternative form of self-expression helps reduce graffiti and other forms of property damage. After-school art and enrichment programs provide experiences which are frequently absent from the regular school day curriculum. These programs provide engaging and positive alternatives to children who may often be left at home alone and on their own once the school day is over. The productive forms of self-expression provided through visual arts classes, theatre and other experiences result in youth being less likely to engage in destructive and negative self-expression.

Participation in group art projects or theatre performances reduces feelings of alienation, loneliness and anti-social behaviors by building strong relationships, improving communication skills, developing leadership skills and by providing an outlet for personal feelings, observations and unique perspectives. Community-based arts programs tend to focus on collaboration and community building whether it is through the design process of a neighborhood sponsored mural project, or the rehearsal and performance of a theatre production, or through the learning environment of an art, dance, drama or music class. When youth and adults learn to work collaboratively in "teams" through community theatre and other arts experiences, members of these teams often enhance their communication skills and abilities by speaking in front of groups, and gain a sense of responsibility and commitment toward the larger group. The fostering of leadership skills is key to building effective community organizations and programs, as well as providing individuals with skills that will help people succeed in life.

"The productive forms of self-expression provided through visual arts classes, theatre and other experiences result in youth being less likely to engage in destructive and negative self-expression."

"Recent research findings indicate that the Arts, along with other leisure services, play an important role in the development of communities."

Studies also support the assumption that families who embrace the Arts and other positive leisure experiences tend to be closer, more cohesive and improve their chances of staying together. Arts opportunities also allow for togetherness and sharing, promote closer, healthier relations within the family, bonds that are essential to mental and social health.

Lastly, the Arts bring "joie de vivre" to communities through programs which provide fun, joy and beauty to people's everyday lives and offer relief and respite from an increasingly demanding world. Recent research findings indicate that the Arts, along with other leisure services, play an important role in the development of communities. Again, the Arts in its many roles allows communities to come together and learn to work together through the Arts.

Value of the Arts in Education and Personal Development

"Meaningful arts-related activities are an essential source of self-esteem and positive self-image."

The Arts contribute to an individual's balanced and meaningful life by expanding individual skills, reducing stress, building a positive self-image, and providing opportunities for positive lifestyle choices instead of self-destructive and anti-social behavior. Meaningful arts-related activities are an essential source of self-esteem and positive self-image. Children's play is essential to human development, and when that play includes art forms such as drawing, music, dance or drama, development is enhanced. In fact, studies have shown that a strong background in music has enhanced students' abilities in math, while dance and movement training have improved individual personal "presence" at the same time providing a healthy physical activity. Dance training is also often used to supplement training of athletes in a variety of sports, such as football and basketball.

Jane Alexander, Chairwoman of the National Endowment for the Arts, was interviewed in 1995 when she was in San Jose for a national conference on the Arts. She was quoted as saying that, in her belief, arts education is as important as languages. "The Arts expand your mind, make you think, make you more articulate and good at problem-solving. We know that if you have Art in your life, you do better in all other subjects in school."

A community supported arts program offers individuals opportunities to experiment in a non-threatening environment, thus encouraging exploration and creativity. Skills and knowledge gained contribute to self-confidence, self-esteem, positive mental health and a sense of accomplishment. According to many research studies, there is no greater opportunity for people to experience self-actualization than through creative expression, discovery and skill mastery. Sharing of art experiences with others provides opportunities for socialization and a connection to the community while at the same time providing opportunities for self-actualization.

"According to many research studies, there is no greater opportunity for people to experience self-actualization than through creative expression, discovery and skill mastery."

While math, writing and science courses are essential, classes in art, poetry, music and theatre are equally important in teaching the "whole" child. Technology helps to develop students' analytical skills. To apply those skills in a rapidly changing world, however, youth must develop strong judgement, discipline and creativity, skills which can be effectively developed through the study of music, art and theatre.

In this technological society, school curriculums regularly emphasize the importance of skills in mathematics, science and computers. Over the past few years, however, there has been a national focus on the arts in education. Enactment of the bi-partisan study, *Goals 2000: Educate America Act of 1994*, recognizes the Arts as a core area of study in which American children are expected to achieve competency. With inclusion of the Arts in *Goals 2000*, Congress took a stand, affirming that the Arts should be a part of a quality education for every child. With this focus at the national level, there has been recognition at state and local levels that the Arts are of value for their own sake and also for their capacity to develop skills needed for the twenty-first century such as problem solving, flexibility, creativity, cooperation, persistence and above all, thinking.

"With inclusion of the Arts in Goals 2000, Congress took a stand, affirming that the Arts should be a part of a quality education for every child."

One school participating in the Sunnyvale YES! Express After School Program, which has a strong focus on the Arts, has approved the use of Chapter 1 funding to pay for participant fees. Chapter 1 funding is provided by the State of California to be used to help students who test below average in abilities to raise their test scores. Participation in YES! Express enrichment offerings in the Arts and other areas is seen by

the school as a viable way these students can improve their overall academic performance. Several schools have approved the use of Gifted and Talented Education (GATE) funding for the Express program. This state funding is targeted for gifted students. Again, the YES! Express program with its strong arts curriculum has been found to meet the curriculum requirements for use of State monies for gifted students.

A 1990 study of eight schools in the Los Angeles Area which hosted artist residency programs in music, visual arts, dance and drama had dramatic findings regarding the impact of arts education programs. This study included the following findings: 88% of the students felt that the artist helped them feel they could do anything if they tried, and 69% felt that since working with the artist, they try harder in school. One hundred percent of teachers felt that their students gained more positive attitudes about themselves from working with the artist, and 86% of the teachers felt that the knowledge and skills their students learned from the artist carried over into the students regular classwork. In comparing scores before and after the artist residency program, students' scores improved: 14% in reading achievement; 17% in written composition; and 15% in spelling achievement. In writing analysis, scores improved by 11% in communication, 43% in self-attitudes and 15% in perspective. The Arts are indeed an essential component of education.

Economic Value of the Arts

When communities invest in the Arts, communities are not choosing cultural benefits at the expense of economic benefits. Research recently completed by the National Assembly of Local Art Agencies shows that, in addition to being a vital means of social enrichment, the Arts are also an economically sound investment for communities of all sizes. The Arts represent an industry that generates jobs and supports the local economy. As a national industry, research shows that 1.3 million people make their living as artists. This number does not include patrons or ancillary employment. To put this figure in perspective, the artist "industry", considered as a national industry, is larger than agriculture.

"When communities invest in the Arts, communities are not choosing cultural benefits at the expense of economic benefits."

In 1994, the California Arts Council conducted a statewide survey of the "Arts in California" to determine the economic impact of the Arts in this state. Several major findings included:

- Arts festivals generate about \$11 in economic activity for each \$1 of costs.
- More than 173,000 Californians invest their time as volunteers for arts organizations.
- \$24 million paid admissions to non-profit California arts events in 1993 generated spending close to \$200 million in addition to tickets and admission fees.

California's nonprofit Arts Industry is larger than many manufacturing industries. In terms of direct investment, the Arts represent an economic asset. Most importantly, the non-profit arts industry spurs growth and creativity in California's commercial sector and nurtures the state's dominant position in communication, entertainment and technology.

"California's nonprofit Arts Industry is larger than many manufacturing industries."

On a more local level, the National Assembly of Local Arts Agencies Economic Impact Study indicates that non-profit arts organizations in Santa Clara County generate \$74.5 million of business, provide 1,863 full-time jobs, and generate \$52.8 million in personal income to local residents. The Arts Industry in Santa Clara County also produced \$2.4 million in local government revenue and \$2.8 million in state government revenue. The Sunnyvale Creative Arts Center Gallery and the Nova Vista Symphony (one of Sunnyvale's co-sponsored organizations) were part of the Santa Clara County portion of the study.

Participation in the Arts also serves as a catalyst for tourism, with the largest travel market composed of visiting friends and relatives. When patrons attend a performing arts event, people may spend resources on public/private transportation, admissions, dinner at a restaurant, dessert after the performance, and then may return home to pay a child sitter. All of these expenditures have a positive impact on a community's economy.

"Studies have shown that investments in arts programs and facilities result in dividends throughout the community, and the return on these investments is often greater than the original outlay."

Presence of art programs and facilities is often acknowledged by Chambers of Commerce as a community asset and becomes an attractive component when encouraging businesses to relocate or expand within the community. Sunnyvale's Economic Development Strategy includes the Arts as one of the components which contribute to a superb quality of life and set Sunnyvale apart from other communities. The City's Economic Development strategy recognizes that the Arts are good for business and contribute to the local quality of life which in turn attracts a strong and vibrant work force.

Additionally, since the Arts contribute to a balanced and meaningful individual lifestyle, there can be a long-term reduction in physical and mental health care costs. The work force becomes more productive which results in a more productive community, and on a much larger scale, contributes to an increase in Gross National Product. When community members participate in positive activities, there is a direct correlation in vandalism reduction and criminal behavior and in associated costs to society. Studies have shown that investments in arts programs and facilities result in dividends throughout the community, and the return on these investments is often greater than the original outlay.

Community Aesthetics, Community Identity and Public Arts

A city's image is often defined by aesthetics which are applied to its physical boundaries, gateways, landmarks and buildings. High quality architectural design and public art stimulate creativity and imagination while defining a "sense of place" and enhancing the cultural identity of a community. Public Art gives a unique human dimension to both outdoor and indoor environments by adding color and movement, and can be both whimsical and serious. As such, Public Art is an integral component in any community, although its immediate benefits may seem intangible.

Public Art can be a stand alone sculpture or can be fully integrated into an environment such as a fountain or mural. Additionally, Public Art can be both utilitarian and functional while adding visual and interactive interest. Functional artistic

components can be in the form of benches, planters, drinking fountains, public transportation shelters, information kiosks and utility covers.

Public Art serves an aesthetic purpose as well as landmarks that distinguish a community from other communities. As such, Public Art tends to figure prominently in print and video documents promoting communities, and Sunnyvale is no exception. When President Bill Clinton and Vice President Al Gore visited Sunnyvale in 1993, the setting for the "town hall meeting" was selected, in part, because of the aesthetics of the Community Center Complex and the proximity of Public Art. It was notable how often Public Art was used as the backdrop for reporters on camera.

Art can serve as an expression of the community. Communities which compare themselves to others, almost always evaluate levels of arts facilities and arts program development. Physical aesthetics may sometimes be taken for granted and individual pieces may seem relatively unimportant in and of themselves; however, Public Art and the other components of an aesthetically pleasing environment are vitally important to how communities are perceived by residents.

Numerous cities recognize the value of Public Art in the physical environment. One such example of art in public places is also demonstrated by the City of Brea, California, and its "Art Shelters Program" which began in 1992 in conjunction with its Art in Public Places outdoor sculpture collection. The transportation shelters literally bring Art to the streets through exhibitions ranging in style from realistic to abstract.

Community members learn to work together through the organization of Art activities, and those learned skills are often used to address other community issues such as social services and policing. The Arts provide a valuable focus for interaction and allow individuals to identify with the larger community. As individuals develop skills through participation in the Arts, self-awareness is enhanced which can lead to a greater sense of connection with other people and a greater sense of community.

"Public Art and the other components of an aesthetically pleasing environment are vitally important to how communities are perceived by residents."

The Arts and Physical Activity

Important and basic physical skills, such as fine and gross motor skills, are stimulated and improved through participation in the Arts. Individuals who participate in various forms of dance experience aerobic activities which build stamina and boost cardiovascular fitness in addition to stretching, range of motion, and strengthening activities which keep joints mobile and promote improved muscle tone.

Challenges offered through participation in the Arts such as painting, drawing and pottery develop eye-hand coordination through the creative process. These types of physical activity are also intellectually stimulating and enhance the learning process and development of cognitive skills.

Martha Storandt, Professor of Psychology at Washington University in St. Louis, Missouri, recently completed a study which suggests that self-esteem, morale, and sense of well being improve when physical abilities improve. The Arts offer an opportunity to develop physical and mental balance, and athletes often cross-train in the Arts to improve overall athletic performance. Participation in the Arts also offers individuals opportunities to enhance physical skills in a non-competitive environment.

"The Arts offer an opportunity to develop physical and mental balance."

Arts and Healing

The Arts' role in helping individuals and communities to heal has long been recognized. After the 1995 bombing of the Federal Building in Oklahoma City, Oklahoma, the Arts Council of Oklahoma City was involved in using the Arts to help rescue workers and family members cope with the trauma of the bombing by providing a soothing environment that included music for resting and/or waiting purposes. As the community continues to recover from this tragedy, the Arts Council will be an active player, using the Arts to help Oklahoma City heal.

The Arts have been used to help the healing process of children and adults who have been abused and others in emotional pain, suffering the loss of a loved one or recovering from an illness. In particular, the Arts have been helpful in

working with young children who may not yet have the verbal skills to adequately express feelings and experiences, but whose artwork can be extremely expressive. In psychiatric facilities and mental institutions, poetry is often used as a vehicle of communication which allows patients to express their inner conflicts and life experiences through written images.

For some individuals with disabilities, involvement in the Arts offers a unique opportunity for self-expression. The CadArt program, which the City of Sunnyvale sponsored, is a good example of using the Arts to work with individuals with disabilities. A special software program, developed by a volunteer, was used in conjunction with computers to create art. Individuals who previously may never have been able to hold a pencil or paintbrush are now able to create colors and images with the aid of a computer. Parents of some of these students have related how the experience of creating art has touched their children's lives in significant ways and achieved results that no other activity has been able to achieve.

Increasingly, the Arts are used as intervention in situations where troubled individuals need a positive outlet for self-expression. There is a judge in Los Angeles County who sentences youth to art classes as a condition of their parole, because of his belief in the ability of the Arts to serve as intervention. Many organizations that work with the homeless, people with drug and alcohol problems and youth-at-risk, use involvement in the Arts as one of the ways to help their clients achieve greater personal success.

"Increasingly, the Arts are used as intervention in situations where troubled individuals need a positive outlet for self-expression."

CHANGING COMMUNITY DEMOGRAPHICS AND IMPLICATIONS FOR ARTS PROGRAMMING AND SERVICES

Introduction

The research for the 1993 Recreation Sub-Element showed that significant changes in demographics, economic conditions, family structure, ethnic diversity, and prevailing values and priorities have taken place in Sunnyvale in recent years, and will continue through the 1990's and into the next

century. Such changes have occurred in communities nationwide, and naturally affect the planning and delivery of services in parks and recreation departments. These findings have equal relevance for the Arts Sub-Element. Awareness of and adaptation to prevailing demographic, social, and economic conditions are crucial to effectively addressing community needs.

The following is a summary of critical trends and conditions shaping communities and service delivery systems based on the 1990 Census information. Issues raised and the implications for the Department of Parks and Recreation Arts Programs and Services are discussed further in appropriate sections of the Sub-Element.

Changing Distribution of Age Groups in Population

Shifting age distribution in Sunnyvale's population will significantly change the face of service planning and delivery in coming years. In 1990, preschool children (those 5 years and under) comprised 41% of the population of youth 18 years and under, making them the largest youth age cohort. As this group passes through school age and into adolescence, there will be corresponding needs and markets for age-appropriate and developmentally-appropriate programming.

Older adults will continue through the 1990's to represent a growing proportion of the population. The percentage of adults over 55 years of age comprised 18.5% of Sunnyvale's population in 1980, and increased to 19.3% in 1990. It is estimated based on Santa Clara County figures (and adjusted for the fact that Sunnyvale's proportion of older adults is approximately 3% higher than that of the County) that by 2000, this group will account for 22% of the population, and will continue to increase after that time to 28% by 2010.

"Older adults will continue through the 1990's to represent a growing proportion of the population."

Increasing Ethnic Diversity

From 1980 to 1990, Sunnyvale's population became markedly more diverse in ethnic composition. The Asian population increased most dramatically, from 10.5% to 19% during that

ten-year period; the African-American population increased from 2.5% to 3.5%; and the Hispanic population increased from 10.9% to 12.8%. These increases have meant a corresponding decrease in the White population from 75% to 64%.

Ethnic diversity is even more pronounced in the City's youth population. It is projected that ethnic diversity will continue to increase throughout the 1990's. Based on available County projections (and adjusted for the fact that Sunnyvale's White adult population is approximately 6% higher than that of the County, with the under-18 population being 7% higher), it is estimated that by the year 2000, the City's overall population will be composed of 58.9% White persons, and by 2010, 54.3%. Even more striking, the City's youth population can be expected to decrease to 49.7% White youth in 2000, and 44.2% in 2010.

In 1990 alone, for example, it is estimated that 16.3% of Spanish-speaking and 33.8% of Asian language-speaking individuals were "linguistically isolated" -- that is, limited by their lack of English language ability. Such barriers require focused efforts in the areas of needs assessment, program development and marketing, community outreach, staff selection, and staff training.

Changing Family Structure

The past decade has brought dramatic changes in the structure of families. The variety of "familial" arrangements in contemporary society includes adults living with non-related adults, living alone and/or living in blended families. Trends indicate that the significant numbers of Sunnyvale "families" may face unique constraints in terms of their needs for arts and recreation programs. Because of time-related and economic constraints, family recreation and arts opportunities which are both low-cost and local have become increasingly important. Effective family oriented arts programs must be developed so as to be sensitive to timing, scheduling, pricing, prevailing values, and family leisure pursuit needs.

"Effective family oriented arts programs must be developed so as to be sensitive to timing, scheduling, pricing, prevailing values, and family leisure pursuit needs."

Changing Economic Conditions

Financial hardship has been apparent in Sunnyvale, both in the media and in community feedback to Department of Parks and Recreation staff, and has created a barrier to participation in the Arts. It is clear that marketing and pricing efforts need to be sensitive to the cost and affordability of programs to the community, and systems which make programs accessible to persons who are economically disadvantaged need to be continued. Use of the City's Fee Waiver program, which is available to individuals who meet certain income standards and which provides assistance in paying class and program fees, has increased. The City is committed to supporting a fee assistance program to ensure that an individual's economic situation does not preclude access to quality leisure activities, including the Arts.

Challenges Confronting Youth

Children and teens in contemporary society confront circumstances and choices which have critical implications for their development and growth. Some youth may find themselves in environments characterized by poverty, inconsistent support systems, reduced supervision, and diminished options for positive recreation involvements. It has been demonstrated, for example, that significant numbers of youth spend up to three hours per day unsupervised, and up to 40% of their waking hours in discretionary, or non-structured, time. Concurrently, exposure to violence (in the home, schools, and the media) is increasing, as are opportunities for involvement with gangs, substance use, and other high-risk behavior. The consequences of these circumstances are negative at best and life-threatening at worst. Arts as intervention and prevention are important in reaching children and teens and in developing positive alternatives to many of the leisure-related choices confronting young people.

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CHANGING FINANCIAL CONDITIONS OF THE CITY

Impact of State/Federal Mandates and State Revenue Withholding

Since 1983, the City's financial status has been dramatically impacted by state and federal mandates which have cost the City approximately \$77 million in the past five years. These mandates represent about 23% of the City's annual operating budget. Additional action taken by the State of California which resulted in the withholding of anticipated revenues from taxes, further compounded the City's financial picture. By the end of Fiscal Year 1993-94, revenues were reduced by approximately \$5.09 million annually compared to previous years.

These factors are even more significant when combined with the realization that demand for City services continues to escalate and voters are not anxious to approve new or increased taxes. Therefore, it was critical for the City to develop financial strategies which would not result in widespread service reductions. Strategies employed will directly impact arts programs and services are outlined in the following text.

Elimination of Capital Projects

To balance the City's operating budget, Council took action in 1992 to eliminate a number of planned capital projects. This action was significant to the Arts since it resulted in the elimination of the ongoing Master Plan for Public Art, staff support for the Art in Private Development Ordinance, and the Performing Arts Center Project. As a result of the recent downturn in business profits, and concerns expressed by the business community regarding the code requirements for the Art in Private Development Ordinance, an exploration of other incentives to encourage private sector involvement in the Arts is needed.

Development of Community Recreation Fund

In light of the changing financial conditions of the City, a number of strategies and alternative ways of doing business were developed. One of these strategies was implementation of the Community Recreation Fund in Fiscal Year 1991-92. The fund is created in the model of an enterprise fund, and objectives of the fund include: development of a clearer definition of leisure activities, including the Arts; retention of revenues generated by recreation and arts programs in the fund are used to directly offset operating costs of these programs; development of a strong, long-term market based system; and creation of greater financial independence for leisure activities, including the Arts, while continuing to offer a strong, diverse, community-wide program.

To be successful, the Department of Parks and Recreation provides services and programs which are of highest quality, responsive to the needs of the community, maximally accessible to citizens, and within the context of the Community Recreation Fund. Staff continues aggressive marketing and pricing strategies and continues to diversify and alter the way services are provided to the community, while maintaining high standards of quality and customer service to ensure customer satisfaction. Partnerships with the private sector and brokering with other agencies and community organizations will be critical to overall success of the Fund.

In conjunction with the Community Recreation Fund, a major budget restructuring project has been completed which realigns resources to become more outcome and demand management oriented. The restructured budget addresses significant questions about operations and provides useful policy and operational information that allows staff, commissions, and City Council to focus on economic and effectiveness outcomes. Beginning Fiscal Year 1995-96, the restructured budget provides a more integrated service delivery system that focuses on target markets rather than service functions.

As a result, the Arts will continue to be considered an integral and important element within the overall context of Leisure Services for the community, but will be incorporated into the

"The Arts will continue to be considered an integral and important element within the overall context of Leisure Services for the community."

overall service delivery plan for specific populations, such as youth, older adults, and teens. The budget presents a holistic view of providing a range of leisure services and does not focus on any one service area. This Sub-Element, therefore, is the platform for considering the provision of arts programs and services in the economic and social context of today and creates strategies for the future which include new ways of doing business to ensure that the Arts remain a strong component in the provision of Leisure Services. It is vital that the importance of the role of the Arts in the community is not lost.

"It is vital that the importance of the role of the Arts in the community is not lost."

Ensuring Access Through Subsidy

As outlined earlier, the Community Recreation Fund contains an aggressive marketing and pricing component; however, it must be recognized that there are a number of residents with incomes below the poverty level. Based on a recent Report to Council it was noted that five percent of the Sunnyvale population is officially below the poverty level based on the Federal Poverty Level Index. The Federal Poverty Level Index does not take into account regional variances in the cost of living; therefore, the higher cost of living in the Bay Area contributes to Sunnyvale residents living in poverty being worse off than those living in other parts of the country. The report further noted that approximately 25% of the City's households are defined as either "low-income or very low income", and there are "areas of low income concentration" within the City.

In order to meet the needs of the community and provide maximum access to all residents, there should be a mechanism or "safety net" to assist those residents who cannot afford to pay market prices for programs and services. Otherwise, these individuals will be excluded from participation in arts programs and services. Further, it is this population which often has the greatest need for programs and services to enhance skills, develop self-esteem, and foster a sense of belonging to the community.

"In order to meet the needs of the community and provide maximum access to all residents, there should be a mechanism or "safety net" to assist those residents who cannot afford to pay market prices for programs and services."

To address this concern, the City provides a Fee Waiver Program which provides subsidies for individuals meeting the poverty guidelines. The existence of the Fee Waiver Program

is noted in all arts publications, and individuals, who indicate that they cannot afford program fees, are encouraged to contact Sunnyvale Community Services to determine their eligibility for financial assistance. In addition, the newly restructured budget explicitly recognizes that some programs and services should be subsidized for identified target populations, such as youth and older adults, because of the greater community value of ensuring the provision of these services. Therefore, services to some of these targeted populations may be provided to participants at no or low cost.

The Department of Parks and Recreation also recognizes that there are segments of the population which do not meet poverty guidelines, but have difficulty affording program fees. Those segments include single parent families, multiple children families and individuals living on fixed incomes. To provide maximal access to programs and services, discounts are often offered for repeat registrations, multiple registrations within the same family, age group categories, and parent/child registrations.

PROGRAM, FACILITY AND SERVICE DEVELOPMENTS SINCE 1983 AND FUTURE POLICY DIRECTIONS

Introduction

Since adoption of the Cultural Arts Sub-Element in 1983, significant progress has been made toward meeting established Arts Goals, as well as in successfully addressing an increasingly broad range of the community's needs. A critical measure of the success of a strategic plan is to evaluate how fully the policy directions in the plan have been realized and how accurate those policy directions were in terms of addressing the needs of the community.

The 1983 Cultural Arts Sub-Element was significant in that for the first time, a formal policy analysis and plan specifically for the Arts was made part of the City of Sunnyvale's General Plan. The 1983 Cultural Arts Sub-Element identified an ambitious set of goals, policies and action statements for the City. In reviewing the 1983 document, all goals, policies and action statements have been addressed since its adoption

"In reviewing the 1983 document, all goals, policies and action statements have been addressed since its adoption and this revision."

and this revision. Particular progress has been accomplished in a number of areas and the future direction for programs, facilities and services are outlined in this document.

Changes and Growth in Youth Programs and Services Since 1983

Gallery Education Program

In response to reduction of art programs in the area's school educational system, the Gallery Education Program was developed to offer elementary school students an opportunity to learn about art forms in a lecture and "hands on" format. Students view a gallery exhibit and hear a lecture about the artists' style, technique and media before moving on to the "hands on" component of the program designed to increase the students' understanding and appreciation of the Arts. Initially, the program was offered free of charge to area schools requesting the program. To offset a portion of the costs associated with the program, the Gallery Education Program is now offered on a fee basis, and the program is filled to capacity during the months of September through early June. Approximately 5,000 schoolchildren participate annually in this highly recognized and award-winning Gallery Education Program.

Art Affaire/"Hands on the Arts" Festival

With the proliferation of local art/wine festivals, a decision was made in 1986 to discontinue the annual Art Affaire special event and replace it with a festival celebrating arts for children. The "Hands on the Arts" Festival was developed in partnership with the Arts Council of Santa Clara County and is now in its tenth year. While the Arts Council remains the prime partner, additional community and corporate sponsors provide funding and in kind support to the event. This national award winning arts festival is held at the Sunnyvale Community Center complex and attracts artists and families from throughout the Bay Area. Local and regional professional artists are selected to develop and conduct "hands on" workshops for children between the ages of four to sixteen years of age. An estimated 15,500 children and parents attended this award winning annual event in 1995, its tenth year. In conjunction

with the outdoor event, there is a children's art exhibit in the Creative Art Center Gallery, a reception for the artists and volunteers, and a post-event exhibit of selected art displayed at locations provided by the Arts Council of Santa Clara County. The intent of the festival has been to not only expose children to the arts, but to provide professional artists with work.

"Arts in the Schools" Program

Following the passage of Proposition 13 in 1978, school districts experienced a funding cutback for arts activities as part of the classroom curriculum. As part of its ongoing commitment to supporting youth in all of Sunnyvale's school districts, the Department of Parks and Recreation developed and implemented an "arts in the schools" program taught by professional artists in the regular classroom in the Sunnyvale School District. The District covered costs of supplies, the PTA raised funds to cover the salaries of the artists, and the Department of Parks and Recreation administered the program by hiring artists and scheduling the classes. This successful program continued for five years until the District incorporated the concept into its curriculum and assumed full responsibility for the program. The program was subsequently eliminated within two years to reduce District costs.

YES! Express Program

In conjunction with the Sunnyvale School District, the Department of Parks and Recreation developed and implemented a comprehensive after school enrichment program for elementary school children. The program includes a variety of special interest subjects with a strong focus on the Arts. Initially offered at three elementary school sites, the program has expanded to include on-site classes at all seven Sunnyvale School District elementary schools. While the program is currently offered at Sunnyvale School District locations, the program is open to students from any elementary school, public or private, in Sunnyvale. The program is offered on a direct cost-recovery basis, and is very well received by children, parents, and district personnel.

Counselors in the Sunnyvale School District now refer some students with certain behaviors to the Express program. For example, some children with poor socialization skills or low self-esteem have been encouraged to participate in drama and other classes. The Parent Council at one of the school sites felt so strongly about the benefits of this program they contributed money from their School Activity fund to subsidize the registrations of every student at their school. In addition, one school uses Chapter 1 funding to pay for participant fees. Chapter 1 funding is provided by the State of California to be used to help students who test below average in abilities to raise their test scores. Participation in YES! Express enrichment offerings is seen by the school as a viable way these students can improve their overall academic performance. Several schools use GATE funding for the Express Program. This state provided funding is targeted for gifted students. Again, YES! Express Program offerings have been found to meet the curriculum requirements for use of state monies for gifted students. The program has also received local, state and national recognition for its innovative and effective approach to after school programming.

Staff has developed a five year development plan to continue the YES! Express concept of after school programming. One step in the plan was submittal of trademark applications to the State of California for the YES! logo on the YES! Express logo. The applications were approved by the State in June 1995. The YES! logo is used as a "seal of approval" for quality youth services in Sunnyvale.

Future Directions for Youth Art Programs and Services

Investment in arts programming and services for youth is an investment in the future, as the Arts help to provide youth with a strong foundation from which they live their lives. With the many challenges facing youth and the growing diversity of the community, the Arts are in a unique position to meet the needs of youth.

The success of the YES! Express after school programming model confirms national findings that "extended learning" (after school, summer and weekend activities) is an area in which to concentrate and expand efforts. Because of the success

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of this approach, with its strong emphasis on arts experiences, YES! Express is being used as a model for after school programming in middle schools and junior highs. Youth who have had the experience of participating in the Express Program in elementary school are now demanding similar activities as they enter middle schools. The Department of Parks and Recreation offers a strong arts component in its after school programs to provide enrichment experiences for youth, and is not attempting to take the place of Art in school and education. Development of the new Columbia Neighborhood Service Center will provide an additional opportunity to include a strong arts component to the programming mix offered for middle school students and other community members when the Center opens in 1996.

One of the themes that surfaced during research associated with the update of both the Recreation Sub-Element and this Sub-Element was the loss of basic instrumental music programs in many elementary and middle schools. Because of the discontinuation of these programs, the number of youth arriving in high schools with the necessary skills and training to be able to participate in marching bands and other instrumental groups has significantly decreased, leading to fears that, over time, there will be no instrumental opportunities at any school level in Sunnyvale.

"Recognizing the Arts' ability to intervene in negative behaviors, Department of Parks and Recreation staff is beginning to work with Department of Public Safety staff to explore ways in which the Arts may be used with youth who have entered the criminal justice system or who are in risk of entering the system."

The Spirit of Sunnyvale Marching Youth Band, a co-sponsored organization, offers some opportunities for youth to develop their instrumental skills. In response to the decrease in availability of public instrumental music instruction through the schools (private teachers are still available), Spirit of Sunnyvale has developed a Junior Cadet Band to develop the skills of those with limited or no prior instrumental experience in preparation for participating in marching bands. This action addresses a portion of the need in Sunnyvale for youth instrumental music programs. The City has worked with this co-sponsored group to ensure the success of this program and will explore other ways the City may be able to facilitate instrumental music programs.

Recognizing the Arts' ability to intervene in negative behaviors, Department of Parks and Recreation staff is beginning to work with Department of Public Safety staff to explore ways in which the Arts may be used with youth who have entered the

criminal justice system or who are in risk of entering the system. The Arts' ability to prevent undesirable and self-destructive behaviors, as noted in the Recreation Sub-Element, is also important.

Changes and Growth in Partnerships

Sunnyvale Arts Commission

Originally formed as the "Arts Committee" in 1982, Council approved a resolution establishing an advisory Arts Commission to the City Council in 1984. The Arts Commission consists of five residents who are appointed by the City Council for terms of four years to serve as an advisory body to the Council. The Commission meets on a monthly basis to provide city staff with community input regarding the Arts, and to advise City Council on art-related items through recommended courses of action. The Department of Parks and Recreation has the responsibility of providing staff support to the Arts Commission. The Arts Commission played a significant role in guiding the update of this Sub-Element.

School Districts

A policy was established in the 1983 Cultural Arts Sub-Element to coordinate with other public and private organizations in the community to ensure the best possible Arts Education and to eliminate duplication of services wherever feasible. City-School partnerships illustrate one strong area of concern. As outlined earlier in the Sub-Element, there are several examples of partnerships with school districts including the Arts in Schools Program and the YES! Express Program. These programs and others such as Hands on the Arts and the Gallery Education Program serve students in all local school districts and reflect the City's emphasis on working with youth to promote the benefits and value of the Arts. In addition to these formal partnerships, the City has a history of working closely with all schools in its jurisdiction to share expertise and plan for art and cultural experiences for Sunnyvale students.

The innovative nature of these program partnerships is characterized by a leveraging of resources which results in:

"Programs and activities are designed to meet identified needs of each neighborhood or area."

expanded use of school district facilities beyond the normal school schedule to include evenings, week-ends and summer months; enhanced staff expertise for both organizations through cooperation and collaboration; and convenient program locations which are familiar to children and parents. Further, programs and activities are designed to meet identified needs of each neighborhood or area.

In 1993, the City entered into an agreement with the Sunnyvale School District giving the Department of Parks and Recreation responsibility of reserving many District facilities such as classrooms, multipurpose rooms and gymnasiums. This arrangement continues to facilitate development and implementation of arts programs and activities while also addressing community use of school facilities.

Co-Sponsorship/Outside Group Funding Partnerships

In 1981, City Council adopted the Human Services and Outside Groups Funding Policies in recognition of the need for community services in the City which are not directly provided by the City or other public agencies. Prior to Fiscal Year 1993-94, an average of six arts-related groups were provided with various levels of funding for community arts programs. Programs included theatre, gallery education, dance, fine arts and music experiences for children and adults.

A policy update in 1992 established a more comprehensive evaluation process for leisure service groups with the intent to place an increased emphasis on in-kind support and less reliance on financial support from the City. As a result, the number of community arts groups receiving Outside Group Funding for Fiscal Year 1993-94 was reduced to three. In Fiscal Year 1994-95 two groups received Outside Group Funding: DeAnza Community College Foundation to support its after-school arts programs at Lakewood, San Miguel and Vargas Elementary Schools to work with at-risk youth; and the Community Foundation of Santa Clara County to assist in establishment of an endowment to provide long-term financial stability for eleven art organizations in Santa Clara County.

"The Co-Sponsorship Policy provides a mechanism for in-kind City support for non-profit groups which provide a community service directly relating to the City's goals and policies."

The Co-Sponsorship Policy, a companion to the Outside Group Funding Policy, was adopted in 1984 and provides a

mechanism for in-kind City support for non-profit groups which provide a community service directly relating to the City's goals and policies. Based on approved co-sponsorship status, organizations receive in-kind services which may include complimentary facility use, printing support and staff assistance.

The City currently co-sponsors eleven non-profit organizations in theatre, art, photography, dance and music as part of the city-wide Co-Sponsorship Process. On an annual basis, community arts organizations can apply for co-sponsorship, and applications are reviewed by staff and the Arts Commission for final determination.

The Co-Sponsorship Policy allows both City and community resources to be leveraged to provide a variety of arts activities and programs which otherwise would not be available. City support of community organizations through Co-Sponsorship also encourages development of community leaders and organizational participation in community affairs.

Both the Outside Group Funding and Co-Sponsorship Policies address the 1983 Cultural Arts Sub-Element components related to working with community organizations to provide diversified arts programs and activities while minimizing duplication of effort.

Private Sector and Community Partnerships

Partnerships involving the Department of Parks and Recreation include support of art programs for senior adults and individuals with disabilities. A "CadArt" Program is an excellent example of how the Arts can be used to enhance the learning process for individuals with disabilities. At the request of a community volunteer, a "CadArt" program began in 1993 with the volunteer providing teaching support and Hewlett/Packard donating use of its computer training room. This unique program uses computerized drawing to improve eye/hand coordination, gross motor skills, cognitive skills such as memory and sequencing, as well as socialization and communication. The software was developed by the volunteer, and the program continues to be offered at the City of Cupertino Senior Center.

"The Co-Sponsorship Policy allows both City and community resources to be leveraged to provide a variety of arts activities and programs which otherwise would not be available."

A Sunnyvale Rotary Club-sponsored concert series is also an excellent example of Community-City cooperation. The Sunnyvale Rotary Club works with the Special Populations Division staff to offer quarterly concerts for senior adults. When the concerts are scheduled at the Community Center Theatre, the Creative Arts Center Gallery is opened to provide both a performing and visual arts experience.

In conjunction with the Arts Council of Santa Clara County, the Department of Parks and Recreation secures sponsorships from both the public and private sectors to support Hands on the Arts. These sponsorships include cash donations, in-kind services and volunteers. Sponsorships are also sought for programs such as the YES! Express after school program.

Partnerships with Other Arts and Governmental Agencies

The partnership with the Arts Council of Santa Clara County to develop and present Hands on the Arts is an excellent example of the City working with other arts organizations to provide a high quality arts program for residents of Sunnyvale and surrounding communities. While working together, both organizations generate funds to support this regional two-day arts event.

Department of Parks and Recreation staff participates as a member of the Santa Clara County Tasman Light Rail Project Aesthetics Committee. The purpose of the Committee is to provide arts-related expertise for the integration of functional art components into the actual design of light rail stations which will be located within Sunnyvale. The work of this committee demonstrates the importance and effectiveness of art being an integral part of the design phase of a public project instead of being added after completion when costs are generally higher and when integration is more difficult.

Intra- and Inter-Departmental Partnerships

To support the Arts and enhance activities of the City as a whole, internal partnerships were formed to include public art in the parks through aesthetic upgrades and design enhancement features in development and construction of

new and renovated parks. An excellent example is Baylands Park, which opened in 1994. There are several art features included in the comprehensive design of the park. Distinctive columns designate the amphitheatre area, environmental designs are embedded in the wall surrounding the playground, and inscriptions are etched into the walls which mark the entrances to the Wave Walk Trail and the Amphitheatre. Painted murals, in-laid mosaics in walkways and artist-designed play elements are just some of the elements being considered for future park renovation projects.

"Painted murals, in-laid mosaics in walkways and artist-designed play elements are just some of the elements being considered for future park renovation projects."

Inter-departmental partnerships have been formed with the Department of Community Development in recognition of the importance of the Arts in creating a community identity and aesthetically stimulating physical environment. The Community Design Sub-Element and the Downtown Specific Plan are major planning documents for the City which address the quality of the physical environment in both the public and private sectors.

The Community Design Sub-Element references the importance of the Arts in its Policies and Action Statements which address site design, community identity and outdoor public places.

The Sunnyvale Downtown Specific Plan also suggests inclusion of Art in such functional features such as lighting, paving materials and signage, and recommends an artistic approach in the selection and/or fabrication of site furniture including benches, trash receptacles, tree grates, planters, drinking fountains, bollards, bus shelters, information kiosks, and utility covers. Inclusion of these features is based on available resources.

The Department of Parks and Recreation partners with the Department of Community Development and private sector companies to implement the Art in Private Development Ordinance. The Department of Parks and Recreation provides a clearing house for arts-related information and resources, and expert assistance in selecting sites, scale of pieces, color treatments, and public visibility. Seven projects have been completed, including two projects which were undertaken voluntarily by developers. Liaison between the Sunnyvale Arts

Commission and private developers is maintained during the project.

"A strong connection between the Arts and Library Services is also demonstrated by the use of dance, music, drama, drawing and painting to enhance and "bring alive" story telling sessions and other literary experiences."

A strong connection between the Arts and Library Services is also demonstrated by the use of dance, music, drama, drawing and painting to enhance and "bring alive" story telling sessions and other literary experiences. Library Services works closely with schools to develop ongoing displays of children's art which is displayed in the children's wing of the library.

As outlined earlier in this Sub-Element, the Library has been selected as the site for several acquisitions of public art. Through a long-term arrangement with the Sunnyvale Art Club and the Sunnyvale Photography Club, two of the City's co-sponsored organizations, exhibit space is available within the library for an individual display of club members' art work. Partnerships between the Department of Parks and Recreation and other City departments to further the Arts are important in creating a unified approach to implementing the City's policies for the Arts.

Volunteers as Partners

Fulfilling the 1983 Cultural Arts Sub-Element Action Statement to provide opportunities for volunteer participation in traditional and non-traditional ways, an extensive partnership with the city-wide volunteer program has been formed around community participation in the Arts. Volunteer opportunities for both adults and youth are available through the gallery docent program, the gallery education program, Hands on the Arts, Evenings of Cultural Arts, co-sponsored clubs and general program support. Volunteer contributions are recognized on an annual basis. Approximately sixty-five individuals select the Arts as their community volunteer commitment on an annual basis and contribute an estimated 3,000 hours per year. Without the strong support of these volunteers, arts programming in Sunnyvale would not be as varied or extensive.

Future Directions for Partnerships

Continued and enhanced partnerships with all parts of the community will clearly be a strong part of future arts programs and services. Partnerships provide "win-win" situations characterized by building community commitment and involvement while leveraging and increasing resources. All these factors contribute to enhanced opportunities for participants.

In particular, partnerships with the schools, with the many volunteers and with the Arts Commission have been invaluable. While partnerships in all areas will be nurtured, plans for the future include increasing partnerships with community and neighborhood groups and increasing outreach to cultural groups to build partnerships and enhance understanding, communication and diversity of services within the community. Sunnyvale recognizes that the City's most important role may often be that of facilitator or enabler, rather than provider of services, and to that end, partnerships take on even greater importance.

Establishment of a "friends of the arts" type organization will be explored. The purpose of the organization would be to raise funds for City arts and recreation programs, services and activities, and be an advocate for Arts and Recreation within the community. Such an organization would be a powerful partner for the City.

Changes and Growth in Performing Arts Programs and Services Since 1983

Summer Repertory Theatre

The 1983 Cultural Arts Sub-Element called for sponsorship of a professional summer repertory theatre program. A summer repertory program was established in 1982 and continues through the present, offering three to four productions during the summer months at the Sunnyvale Community Center Theatre. Production content is adult in nature and includes a variety of dramatic applications including musicals, dramas, classics and comedies. The City contracted with the California Theatre Center and provided funding for a ten year

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period to develop and implement the summer repertory program; therefore, allowing city staff to concentrate efforts in other areas of the Arts. Fiscal Year 1994-95 marks the final year of the contract. An outcome of developing this Sunnyvale Summer Rep Program has been the provision of professional theatre experiences in a local venue with moderate ticket prices.

Evenings of Cultural Arts

A performing arts series called Evenings of Cultural Arts was developed to showcase the performing arts of different ethnic and cultural groups represented in the community. The series includes three to four selections composed of group and solo dance and music performances designed for audiences of all ages. To provide an even richer arts offering, Evenings of Cultural Arts performances are often paired with a gallery exhibit opening thereby offering the public the opportunity to experience both the visual and performing arts in one evening. As an added feature, local restaurants have become partners with the City and provide discounts to patrons on the evening of a performance, promoting both the performing arts experience and the local restaurant industry. The Evenings of Cultural Arts Program continues to grow with additional performances presented each year to sold-out audiences.

Concerts in the Park

In 1988, a partnership with the Sunnyvale Serenaders, one of the City's co-sponsored organizations, was developed to offer a summer concert series. Four free concerts are held at Ortega Park during the months of June, July, August and September. The Serenaders are a community musical group which specializes in "big band" music. Members donate their time for the concerts which are well received by the public. In 1994, the Sunnyvale Art Club joined the partnership and the Art Club now installs an outdoor art exhibit for one of the concerts, bringing together the visual and performing arts in a beautiful outdoor setting.

Future Directions for Performing Arts Programs and Services

Provision of the performing arts is an investment in youth that builds appreciation and understanding of the arts and cultivates future audiences. The co-sponsored Sunnyvale Community Players offers opportunities for children to perform youth oriented stage works. California Theater Center, a non-profit theater company, offers theatre for young audiences performed by professional actors. Both participatory and passive experiences are important components in a balanced performing arts program for youth that builds a strong foundation for the Arts.

"Provision of the performing arts is an investment in youth that builds appreciation and understanding of the arts and cultivates future audiences."

The City recognizes the importance of offering a balance of arts experiences including a variety of performing arts experiences for children and youth. Considering the diversity of the community, it will be important to evaluate current offerings and to diversify performing arts programming through increased outreach to cultural and ethnic groups and performers.

A Legislative Issue was approved for 1994 to assess opportunities to expand concerts in the park by identifying partners who could assume responsibility for particular events. Staff has not been successful in identifying new partners for this program as of this time, but will continue to seek opportunities to enhance outdoor concert experiences.

Increasing use of sponsorships and partnerships may be ways in which to achieve the City's goals for performing arts programs and services. Evaluating performing arts programming in a regional context may also be appropriate. Through all its performing arts programs, the Department of Parks and Recreation is committed to providing high quality services in an atmosphere of strong customer service.

Changes and Growth in Public Art Programs and Services Since 1983

Art in Public Places

In 1983, a Ten-Year Master Plan for Public Art was developed by the Sunnyvale Arts Committee and City Council, addressing the 1983 Cultural Arts Sub-Element Action Statement regarding purchasing commissioned art work to be permanently displayed on public properties. The Plan identified public locations (both indoors and outdoors) for the permanent display of art, and set aside funding from the General Fund to acquire a balanced collection of public art which is varied in style, medium and imagery. To date, the City's Public Art Collection includes something for everyone.

From a dramatic stained glass window in the library, to a life-size bronze sculpture of a young boy reading a book, to a ceramic tile mural of cherry pickers in orchard trees, to an abstract sculpture representing the geological fracturing of an earthquake area, the City-commissioned works of art are enjoyed by the community on a daily basis and provide strong visual images people remember and identify with the City. Over fifty works of art currently make up the City's Public Art Collection. (See **Figure 1** for a comprehensive listing.)

When the City Council eliminated a number of capital projects in 1992, the ongoing Master Plan for Public Art was one of the projects eliminated; therefore, the City does not have a current master plan for public art.

"Over fifty works of art currently make up the City's Public Art Collection."

FIGURE 1: WORKS OF ART OWNED BY THE CITY OF SUNNYVALE

PAINTINGS, WATERCOLORS, FIBER ART, PRINTS, CERAMICS

Judy Ackeret, *Only Flowers Bloom*, Watercolor, Senior Center
Joan Schulze, *Flight*, Fabric Collage, Senior Center
Joan Schulze, *Sunstorm*, Fabric Collage, Senior Center
Joan Schulze, *Bridge to Bridge*, Fabric Collage, Senior Center
Judy Miller Johnson, *Angel's Trumpets*, Etching, Senior Center
Ellen Kieffer, *Purification*, Monotype, Senior Center
Susan Terry, *Forget Me Nots*, Watercolor, Community Center Theatre
Susan Terry, *Tulips*, Water Color, Senior Center
Sandra MacDiarmid, *Waijimi*, Oil on Paper, Senior Center
Sandra Fetterman, *Untitled #2*, Monoprint, Senior Center
Sandra Fetterman, *Untitled #3*, Monoprint, Senior Center
Susan Terry, *Watertower at California & Mathilda Ave.*, Watercolor, Creative Arts Center
Carolyn Donegan, *Ghost of Silicon Valley*, Watercolor, Creative Arts Center
Susan Terry, *Hendy Iron Works*, Watercolor, Creative Arts Center
Susan Terry, *Twin Palms, Downtown Sunnyvale*, Watercolor, Creative Arts Center
Carol Pfoutz, *Community Center Oak*, Clay Collage, City hall
Naomi Zapfta, *Roots*, Etching, City Hall
Frank Rosen, *Metamorphosis of an Uncommercial Traveler*, Monoprint, City Hall
Matt Glavin, *Genesis #802*, Mixed Media, City Hall
Martha Hubert, *Night Passage*, Monoprint, City Hall
Jan Hoffstetter, *Romeo and Juliet*, Oil, Community Center
Lyndon Keith Johnson, *Viana do Costelo*, Tapestry, Community Center
Virginia Pockmann, *Lily Pond*, Watercolor, Library
Yael Luri & Jean Pierre Larochette, *Unfolding Knowledge*, Cotton, Wool & Silk, Library
Nancy Weeks Dudchenko, *It's A Symphony*, Ceramic, City hall
Lebadang, *Nature's Prey*, Lithograph, Creative Arts Center
Mark Templeton, *Untitled*, Watercolor Collage, Offices of the City Manager
Mark Templeton, *Untitled*, Watercolor Collage, Offices of the City Manager
Douglas Chun, *Approaching Storm*, Watercolor, Offices of the City Manager
Douglas Chun, *Valley Vineyard II*, Watercolor, Offices of the City Manager
Kathleen Sharp, *Portal Study*, Fabric/Textile, Offices of the City Manager
Bill Iaculla, *Cathedral Windows*, Cast Handmade Paper, Offices of the City Manager
Joe Draegert, *Still Life With Artichoke*, Acrylic, Office of the Mayor

Joe Draegert, August, Lithograph, City Council Chambers
Carlos Loarca, Layer Painting #1, Oil, Creative Arts Center

SCULPTURE

Gene Flores, El Paso de los Suenos, Bronze, Corner El Camino/Mathilda
Dan Dykes, Matrix, Stainless Steel, Community Center
J. Seard Johnson, Out to Lunch, Bronze, Library Plaza
Salvatore Pecoraro, Omaggio a Tempo, Cast Cement/Marble, Community Center
John Battenberg, Murphy Scene, Painted Steel, Murphy Street

MURALS

Malao Flato, Untitled, Painted Tile, Raynor Activity Center
Roberto Salas, Lakewood Community Mural, Lakewood Park

STAINED GLASS

Elizabeth Devereaux, Allegorical Landscape, Library

HISTORICAL PORTRAITS

Alice Freund, Walter Everett Crossman, Pastel, City Hall-Council Chambers Lobby
Sharon Evans, Charles Spalding, Pencil, Community Center Lounge
Robert Semans, Edwina Benner, Oil, Community Center Lounge
David Saccheri, Charles Stowell, Oil, Community Center Lounge
Sarah Linder, Martin & Mary Murphy, Oil, Community Center Conference Room
Bob Gerbracht, John Hendy, Pastel, Community Center Conference Room
Lee Truax Dalton, Antone Vargas, Oil, City Hall-Council Chambers Lobby
Marilyn Thompson, Carl & Hannah Olson, Charcoal, City Hall-Council Chambers Lobby
Susan Schary, Ida Trubschenck, Oil, City Hall-Council Chambers Lobby
Robert Semans, Allilion Wilhelmy, Oil, Community Center Lounge

Art in Private Development

An Art in Private Development Ordinance was approved by City Council in 1990 to further enhance the City's commitment to providing Art in the community and in response to a policy in the 1983 Cultural Arts Sub-Element. Code requirements of the ordinance indicate large and centrally located private sector developments are to include Art for public display. The developer selects the artist, medium, style and imagery for the installation, and the proposal is reviewed by the Arts and Planning Commissions for site, scale, and appropriateness of the Art prior to Council approval of the development plan.

As of 1995, there are seven (two of which were installed voluntarily by private developers) completed installations within the City. (See **Figure 2** for a comprehensive listing). The City plans to review the code requirements of the Art in Private Development Ordinance and is considering an approach to provide incentives to developers who incorporate art in private development rather than requiring art as a condition of development.

FIGURE 2: ART IN PRIVATE DEVELOPMENT

Lorraine Vail, Chip Fragment, sculpture

ADVANCED MICRO DEVICES, 915 De Guine Drive

James Mitchell, Vociferous, sculpture

MIPS, 950 De Guine Drive

Tony Sheets, Untitled, painted steel

ALL-ABOARD MINI STORAGE, 106 Lawrence Station Road

Johanna Jordan, Untitled, steel sculpture

J. PAUL (ARGO SYSTEMS), North Mary at Corte Madera

Dennis O'Connor, Untitled, ceramic tile mural

HOME SAVINGS BANK, 205 S. Mathilda Avenue

Dan Snyder, Untitled, painted aluminum

HACIENDA SHOPPING CENTER, El Camino Real

Kim Sterling, Mural In Minutes, 76' x 7' mural

SUNNYVALE TOWN CENTER, Mathilda Avenue

Future Directions for Public Art Programs and Services

"The integration of art components and aesthetic embellishments can enhance capital projects."

The City currently is without a Master Plan for Public Art, since the ongoing plan was eliminated as a capital project. The original plan was developed in 1983, and it is likely that priorities for procurement and placement of public art have changed in the intervening years. A new Master Plan for Public Art needs to be developed to set goals and priorities for the future which may be pursued as funds become available. Key elements of the 1983 Master Plan for Public Art included the capital project funding that enabled the commission and purchase of quality artworks and City's commitment to funding the development of a permanent collection through capital improvement funds. Since the original Master Plan for Public Art has been eliminated, new funding sources and strategies need to be identified if a revised master plan is to become a reality. Some of these strategies are discussed below:

Given the current economic climate and ongoing economic development needs of the community, it will be important for the City to explore changes in code requirements for the Art in Private Development Ordinance to encourage the inclusion of Art in private sector development. One alternative is to provide incentives to the developer for the inclusion of public art in private development. For this alternative to be effective, the City would give up some things to promote Art. Possible incentives include allowing a higher percentage of floor area ratio, higher intensity uses, change in height requirements, and/or reductions in required amenities such as modifications to setbacks and landscaping. A similar approach is currently used by numerous cities including the Cities of Mountain View and Walnut Creek, and can serve as a model for the City of Sunnyvale.

"Inclusion in the early design phase allows more flexibility in selecting the art form(s), and contributes to an integrated approach featuring Art which is both functional and pleasing to the eye."

The integration of art components and aesthetic embellishments can enhance capital projects; therefore, it is important that art components be considered in early design stages of appropriate capital projects. This approach may make possible the inclusion of Art in certain projects and reduces costs when compared to the addition of art components later in the project design. Inclusion in the early design phase allows more flexibility in selecting the art form(s), and contributes to an integrated approach featuring

Art which is both functional and pleasing to the eye. This approach has already been effective with recent park development and redevelopment projects. Baylands Park incorporates many elements of art and has the potential to include more. Art is being incorporated into the Master Plan process for the renovation of the City's oldest park, Washington Park. These successful models of incorporating Art into park projects will be used for future parks projects.

The Downtown Specific Plan contains many standards for aesthetic enhancements in development projects envisioned for the downtown area, and staff will work with the Department of Community Development to include public art in implementation of this and other development plans. Because public art can be functional as well as aesthetically pleasing, there are many opportunities to include art components in architectural detailing such as benches, light fixtures, kiosks, stonework, and facades.

A signage project at the Water Pollution Control Plant, SMaRT Station and Baylands Park, incorporation of art in the construction of the Columbia Neighborhood Center, along with regional projects such as the Tasman Light Rail Design project, provide other opportunities to incorporate Art.

One exciting area for consideration is in the area of community murals. The Lakewood Community Mural set a good model for community involvement and support in assisting a professional artist create a high quality mural in the Lakewood area. Staff will explore other options with neighborhood and community organizations for community murals to provide high quality public art and help promote neighborhood identity. Park sites and public buildings such as swim centers may provide appropriate venues.

In summary, the challenge will be to find new, and reinvent old, ways of providing and encouraging the provision of public art.

"Because public art can be functional as well as aesthetically pleasing, there are many opportunities to include art components in architectural detailing such as benches, light fixtures, kiosks, stonework, and facades."

"The challenge will be to find new, and reinvent old, ways of providing and encouraging the provision of public art."

Changes and Growth in Performing and Visual Arts Classes and Program Offerings Since 1983

Gallery Exhibit Program

A Creative Arts Center Gallery exhibition program existed prior to 1983; however, the program has been enhanced since 1983 by initiating the use of a jury to select artists for each exhibit. The focus of exhibits has been to showcase new and emerging professional local and regional artists, as well as offering a balance of art forms, styles and mediums in paintings, photography, ceramics, and textiles among others. An annual exhibit by the Sunnyvale Art Club and the Sunnyvale Photography Club, two City co-sponsored organizations, are included in the gallery schedule each year as a way to provide a venue to showcase the work of a variety of amateur and professional artists located in Sunnyvale. An exhibit of children's art is showcased in conjunction with the annual "Hands on the Arts" Festival to give young people the opportunity to exhibit in a professional setting.

Pottery Program

The City's Pottery Program has been among the most popular of the wide variety of arts classes offered for youth and adults. The Department of Parks and Recreation offers a full range of pottery services, including ongoing educational classes for the beginning to advanced student, workshops featuring world-renowned pottery and ceramic artists, and an annual public student pottery sale. Pottery students have also participated in an annual fund drive for the homeless called "Empty Bowls". In response to the Tableware Safety Act and Disposal Procedures for Toxic Materials, staff developed a "Best Practices" model outlining regulation of glazes, clay, firing and disposal of waste products. This information now serves as a model for other governmental and private pottery studios.

YES! Express After School Programming

The YES! Express model for after school programming has become a cornerstone of the City's approach to recreation programming for youth. YES! Express Program was developed through a community input process. After school

"The YES! Express model for after school programming has become a cornerstone of the City's approach to recreation programming for youth."

programming with a strong focus on the Arts was a major program direction identified from the community input process. While the Arts are a major component of the program, other classes, including science, computers and Tai Kwon Do, round out after school offerings. Classes are held on school sites through the Sunnyvale School District for improved accessibility for students.

Visual and Performing Arts Classes

Enrichment classes for children and adults have been expanded to include an annual offering of approximately 500 after-school, evening and weekend classes and activities. A variety of opportunities are provided which include fine arts, dance, drama, music, pottery, and self-help classes, workshops and seminars. Individuals may register in classes of their choice and fees charged are designed to recover costs. Program subjects are selected based on trends and community interest, and vary per activity period. The most popular programs such as dance and pottery are offered on an on-going basis, allowing students to develop a more advanced level of skills based on their interests.

The opening of the Sunnyvale Multi-Purpose Senior Center in 1984 expanded arts-related opportunities designed for senior adults. Program facilities within the Center include an arts and crafts studio, complete with a ceramics kiln, and multi-purpose rooms which are used for classes and workshops such as music, dance, painting/drawing, and flower arranging/Ikebana. This enhanced level of service specifically for senior adults was identified in the 1983 Cultural Arts Sub-Element and is an excellent example of community partnerships since a number of the classes are offered in conjunction with the DeAnza Community College District and Fremont Adult Education. (See **Figure 3** for comprehensive listing of age groups and sample program offerings.)

FIGURE 3: SAMPLE ARTS PROGRAM OFFERINGS

The following represents a sampling of Arts Programs and Services offered by the Department of Parks and Recreation. Program offerings are continually evaluated regarding participant satisfaction and overall demand, and are modified accordingly. Programs are divided by age group and type.

	ARTS CLASSES	ARTS PROGRAMS	PARENT-CHILD ACTIVITIES
PRESCHOOL 6 mo - 5 yr	Dance Music	Camps	
ELEMENTARY SCHOOL 6 yr - 12 yr	Dance Drama Music: voice instrument Visual Arts: painting drawing ceramics crafts	Arts-Summer Camps Art and Enrichment Gallery Exhibits After-School Programs Co-Sponsored Arts Groups Theatre Performances	Arts Classes Arts Festival Gallery Exhibits Co-Sponsored Arts Groups Theatre Performances
TEENS* 13 yr - 17 yr	Dance Drama Music Visual Arts	Art Camps Co-Sponsored Arts Groups	
ADULTS	Dance Drama Music: voice instrument Visual Arts: painting drawing ceramics crafts textiles photography	Co-Sponsored Arts Groups Theatre Performances Gallery Exhibits Outdoor Concerts	See Youth Activities
OLDER ADULTS* 50 yr +	Dance Drawing Painting Flower Arranging Crafts Ceramics See Adult Activities	Concert Programs Co-Sponsored Arts Groups Gallery Exhibits Trips to Local Museums Theatre Performances	See Youth Activities

* Note: In addition to these listings, most adult activities are open to teens 16 years and older, to older adults and, as appropriate, to individuals with disabilities. Youth activities are open, as appropriate, to youth with disabilities.

Future Directions for Performing and Visual Arts Programs and Classes

Balance, quality, accessibility, safety and customer service are some of the key components of future performing and visual arts programs and classes. Ongoing evaluations of classes will be conducted along with marketing surveys to ensure customer satisfaction and customer needs are met. All classes will be offered in the context of the Community Recreation Fund. Following the new budget structure for Leisure Services, as adopted by the City Council in 1995, attention will also be paid to dependent and non-dependent services and cost recovery.

"Balance, quality, accessibility, safety and customer service are some of the key components of future performing and visual arts programs and classes."

Since the opening of the Multi-Purpose Senior Center, services for older adults have had the room to expand, which has meant a number of arts classes and programs which are made available through the Senior Center specifically for older adults. This focus on services for older adults is expected to continue, and arts programs and services are an important component of this overall focus.

In the case of the Creative Arts Center Gallery, a partnership with the Euphrat Museum to curate shows has been a successful means of ensuring a quality and professional gallery experience for the City. New partnerships to develop shows featuring the artwork of the City's own instructors and local children have also been successful. Volunteer docents have been, and will continue to be, critical to keeping the Gallery open. Partnerships will continue to be an important part of making the Creative Arts Center Gallery program successful.

Changes and Growth in Facility Development Since 1983

Renovation of Community Center Theatre

The Community Center Renovation Project, completed in 1991, included major improvements to the Community Center Theatre because of the heavy use and need for quality arts facilities. The theatre lobby was enlarged, a ticket box office was added to the front of the theatre. Handicapped accessible rest rooms, a rehearsal room, and office space were also added. The ambiance of the facility was enhanced by updating and coordinating interior finishes and furniture, and the theatre seating was replaced. Infrastructure

improvements included replacing the roof, heating, ventilation and air conditioning systems, stage lighting, audio system and fire protection system.

Use of the Community Center Theatre has expanded since 1983, and the theatre is annually booked for forty-nine weeks with three weeks generally set aside for preventive maintenance and repair. Over 450 performances are offered each year which include performances by the California Theatre Center, Sunnyvale Community Players, Sunnyvale Singers, Sunnyvale Music Association, the City's Evenings of Cultural Arts and various community rentals. Performances include drama, dance, storytelling and music.

Renovation of Creative Arts Center

To address changing programming needs, the Creative Arts Center was remodeled in 1985 to replace the lapidary studio with a general purpose arts and crafts studio, and at the same time, additional storage for the gallery was added along with office space. As part of the Community Center Renovation Project, a fire protection system was added, the roof was replaced, and interior finishes were updated. New kilns were installed in 1995, and potter's wheels and other pottery-related equipment are replaced on an as needed basis. In compliance with the Americans with Disabilities Act of 1990, a fully accessible potter's wheel has been added to the equipment inventory.

Development of Dance Studio

Since 1983, there has been increased community interest in dance; therefore, a major component of the Community Center Renovation Project identified the addition of a dance studio to the theatre building. The "state of the art" dance studio includes a sprung wooden floor, full length mirrors, exercise bars and a sound system. The studio can be accessed from the outside or through the main building -- a feature which lends itself well to the conducting of classes as well as rehearsal space for theatre and dance productions.

"The 'state of the art' dance studio includes a sprung wooden floor, full length mirrors, exercise bars and a sound system."

Approximately 250 annual dance classes are held in the Dance Studio for children, youth and adults. Dance opportunities include ballet, tap, jazz, street dance, flamenco, belly dance and creative movement. Classes serve approximately 3,000 participants a year and represent major growth in program participation since 1983. The dance

program includes traditional offerings of Ballet, Tap and Jazz, while expanding to meet the changing needs of the community. Classes such as Hip Hop are popular with the younger members of the community and classes such as Chinese Ethnic Folk Dance and Israeli Folk Dance experience high enrollment on an on-going basis.

Raynor Artists Studios

To further demonstrate the City's commitment to encourage and support local artists, a portion of the Raynor Activity Center has been converted to four artist studios. The studios are offered to local artists on a short-term lease basis at a below market rental rates. These studios offer a creative space for artists who cannot rent space at commercial rates. Artists are selected by a jury based on their eligibility in meeting the following criteria: quality of work; residence (Sunnyvale resident or non-resident); and diversity in the types of media being represented at the site.

Future Directions for Facility Development

The present trend is towards maintaining existing facilities rather than constructing new ones, given the high costs both of facility construction and of operation. The recent and extensive renovation of the Community Center Complex have ensured that the Arts facilities located therein are functional and attractive. Efforts will continue to focus on maintaining the Americans with Disabilities Act accessibility, along with facility quality, safety and cleanliness to ensure participants' safety and user satisfaction.

Located within the greater Sunnyvale area are many arts facilities of a regional nature which may offer the potential for partnerships while also serving as arts resources to residents of the region. For facilities owned by the City of Sunnyvale, where possible and appropriate, efforts will be made to recover the costs of operation from users, such as in rental situations.

"The present trend is towards maintaining existing facilities rather than constructing new ones, given the high costs both of facility construction and of operation."

Awards and Grants Received Since 1983

The success of the 1983 Cultural Arts Sub-Element is best measured by how effectively it addressed community needs related to the Arts; however, awards are also another avenue which recognize and validate the progress made by the Department of Parks and Recreation in the area of the Arts. Competitive awards programs, designed by professional organizations, compare city programs to established awards criteria. Therefore, being selected for an award further indicates recognition both within and outside of the City. Since 1983, Arts Programs have received a number of local, state, regional and national awards. Please refer to **Figure 4** for a detailed listing of these awards.

In Fiscal Years 1991-92 and 1992-93, grants were received from the Arts Council of Santa Clara County to enhance the Gallery Education Program. In 1995, the YES! Express Program was the recipient of a California Arts Council and National Endowment for the Arts matching grant to establish an integrated art curriculum in the program. The selection process for the grants emphasized the importance of Arts Education and the vital role that the City of Sunnyvale is playing in providing the program for elementary school children.

FIGURE 4: AWARDS RECEIVED SINCE 1983

Date	Award Received	Facility or Program Recognized
1987	California Parks & Recreation Society: Program Award	Hands on the Arts Festival
1988	National Recreation & Parks Association: Pacific Southwest Arts & Humanities Regional Award	Hands on the Arts Festival
	National Recreation & Parks Association: National Arts and Humanities Award Class II	Hands on the Arts Festival
1989	International Association of Learning Resources Network: Honorable Mention Award for Best Program	Gallery Education Program
1990	California Parks & Recreation Society Publicity Showcase Awards: Special Program Logo	Hands on the Arts Festival
1994	California Cities Helen Putnam Award for Excellence: Community Service Partnerships, Honorable Mention	Sunnyvale YES! Express After School Program
1994	Lakewood Village Neighborhood Association Service Award for Community Support	Lakewood Park Mural Project and YES! Express After School Program
1995	California Park and Recreation Society Award of Excellence: Recreation Programming Award	YES! Express After School Program
1995	California Park and Recreation Society District IV Award of Excellence: Innovative Programming	YES! Express After School Program
1995	Arts Council of Santa Clara County	Recognition of continued partnership with City of Sunnyvale for the Hands on the Arts Festival
1996	California Parks and Recreation Society District IV Award of Excellence	YES! Express Stretchers Program

CUSTOMER SERVICE AND CITIZEN ACCESS

In addition to the specific plans for arts programs, facilities and services that have been discussed in the previous pages, there are several themes which apply to all aspects of the City's provision of the Arts. These include: ensuring customer service and citizen access; and the need to develop financial strategies for continuation of the Arts in the community.

Provide Customer Service and Ensure Citizen Access

Introduction

"At the core of the Department of Parks and Recreation overall mission and operating policies is a commitment to providing high quality service to customers who use or participate in programs and services."

At the core of the Department of Parks and Recreation's overall mission and operating policies is a commitment to providing high quality service to customers who use or participate in programs and services, as well as to creating channels for dialogue between customers and staff. This approach to customer service is a reflection of the City-wide Commitment to Excellence, which emphasizes the provision of "meaningful service" in a respectful, efficient and effective manner as a central and guiding priority for all individuals representing the City.

All customer service practices address effective customer outreach through assessment of customers' needs, satisfaction, and input regarding planning and design of new programs and services; collection of and response to concerns and feedback; provision of easily accessible and understandable information; and efficient and effective administrative practices, such as class registration, facility rental and payment of fees.

This approach to customer concerns is consistent with that of the City's "Commitment to Excellence", in terms of providing easily accessible channels for communication of concerns, as well as systems for timely and effective response. As an integral component, arts programs have been at the forefront in valuing customer feedback and programming input. A variety of methods and techniques are used to assess customers' needs and satisfaction levels and to provide opportunities for citizen participation in the planning, development and implementation of arts programs and services. The most effective technique to solicit citizen feedback is one-on-one discussions regarding a customer's

experience and perception about arts programs and services. Other methods for citizen involvement include: completion of participant evaluation forms for classes and theatre performances, informal telephone surveys of class and other activity participants, staff observation of programs and follow-up and response to City-wide, "Tell Us How We're Doing", pamphlets.

In the new Outcome Oriented Budget Structure adopted by Council in 1995, program performance will now be measured using a new customer service index. One of the strongest means of assuring customer satisfaction and responsiveness is by providing opportunities for the community to provide direct input into development and modification of arts programs and services. The Department of Parks and Recreation staff work with a variety of community organizations and advisory committees as well as the Sunnyvale Arts Commission, to continually seek input from the community.

Arts Commission

The City Council demonstrated its belief in the importance of the Arts and its role in a healthy and dynamic community by creating an Arts Committee in 1982. Two years later in 1984, the City Council adopted an ordinance formally creating the Arts Commission to further recognize the importance and function of the Arts in Sunnyvale. Department of Parks and Recreation staff works closely with the five-member, Council-appointed Arts Commission, and the Commission meets monthly to review arts-related items and to receive public comment on the Arts. The Arts Commission is a vital link with the community and also provides staff with a sounding board for a variety of issues. The Commission is kept well informed about the Arts and other City activities through flyers, newsletters and reports. The Commission has the opportunity to review staff work and recommendations and in turn makes recommendations to City Council on arts-related items. Commission members also have the opportunity to participate in city-wide events and serve on task forces or committees which address specific items and often are active members of many community groups.

"In 1984, the City Council adopted an ordinance formally creating the Arts Commission to further recognize the importance and function of the Arts in Sunnyvale."

Arts Sub-Element Community Steering Committee

A Steering Committee was formed in 1994 to help guide the updating of the Arts Sub-Element. The purpose of this

committee was to provide staff with community-based perspectives on trends, values and areas of emphasis and policy direction related to the Arts Sub-Element. Members represented community and county arts organizations, school districts, business and neighborhood organizations. The Steering Committee served as a sounding board for staff and assisted with charting direction, setting priorities and identifying resources associated with updating this Sub-Element.

YES! Express Advisory Committee

A YES! Express Advisory Committee was created in 1994 to establish an important link between parents, teachers and City staff to strengthen the after school Express program. This community advisory committee is comprised of parent and teacher representatives from all seven elementary schools in the Sunnyvale School District. The role of this committee is to assist staff in planning and development of the Express Program at each school site and to serve as a conduit of information to and from the schools. In addition, committee members work with staff to publicize and promote the program and to solicit feedback from their individual schools to be used in future program planning.

When the Express program was first created, extensive research was done to identify specific needs in the community. Staff met with parent and teacher groups, principals, district administrators, neighborhood associations and students in the Sunnyvale School District. This research demonstrated dramatic support for arts related programming. The Express Advisory Committee continues that same commitment to developing and providing responsive and effective after school programs.

Ongoing Survey and Evaluation Strategies

The City has a strong commitment to ongoing evaluation and needs assessment. The Department of Parks and Recreation has operating policies which are unique to its programs, services, and particular customer service issues. However, all practices address effective customer outreach through assessment of needs, satisfaction levels, and input regarding the planning and design of new programs and services and collection of and response to customer feedback. Results of this evaluation are reflected in the budget for all leisure

"The City has a strong commitment to ongoing evaluation and needs assessment."

services, which includes arts programming and services. Resources are allocated based in part on performance and success in meeting Council established measures which include customer satisfaction.

Techniques used to evaluate arts programs and services include the following:

- Evaluations are distributed to individuals registered in arts classes, workshops, and programs.
- Random telephone surveys are conducted on an on-going basis.
- Exit interviews are conducted with class participants.
- Survey forms are available in the lobby of the Community Theatre and the Creative Arts Center.
- City-wide "How Are We Doing?" brochures are available in all arts facilities and are used to solicit customer feedback and comments.
- The public is notified of all Arts Commission Meetings and the agenda for each meeting provides an opportunity for public comment. Special interest groups are notified of dates when the Commission will be considering specific issues which may affect them.
- Focus group discussions are conducted with the general public and specific populations (i.e., parents of school children, neighborhood organizations, school district personnel and youth).
- Activity Market Survey and Facility Market Survey are used to collect information on trends, high public demand areas, competition, potential partnerships, profitability, facility demand, pricing, future developments, special population needs and the economy.

"Resources are allocated based in part on performance and success in meeting Council established measures."

- "Benchmarking" practices with other agencies and private sector businesses are used to share information and compare services and forms of service delivery.

Financial Strategies to Ensure Continuation of Arts Programs, Facilities and Services

"To be successful, there must be strategies in place to ensure the Arts have stable and ongoing funding to encourage participation in and appreciation of the Arts."

Traditionally many arts organizations have been funded through a variety of sources which often result in short term funding and unstable resources over a long period of time. With unstable funding, programs do not become established and longer range skill development does not occur. To be successful, there must be strategies in place to ensure the Arts have stable and ongoing funding to encourage participation in and appreciation of the Arts. Government based funding as opposed to reliance on grants often provides the needed stability and allows staff to concentrate more time and effort on program development and implementation. The City of Sunnyvale has been a role model in developing and supporting an arts program that has not been reliant on outside funding sources. The City has a multi-fold approach to ensuring continuity in programs, services and facilities. Sunnyvale has a reputation for fiscal responsibility and continually evaluates all City services and priorities in light of limited revenues. Therefore, actively exploring additional strategies and funding sources to supplement existing government contributions will be emphasized.

Market Based Pricing

"Market pricing promotes fairness and equity by not subsidizing those who can afford to pay."

Traditionally fees charged for arts programs and facility use were below market rates; however, with implementation of the Community Recreation Fund, market based pricing has become very important to the Arts. Market pricing is now an integral part of setting fees for arts programs, services and facility use. Market pricing promotes fairness and equity by not subsidizing those who can afford to pay. Conversely, when fees are kept low for everyone, the economically disadvantaged actually have to pay out more of their limited income for services.

An aggressive market pricing approach to the Arts also requires a mechanism to ensure access for those who cannot afford to pay market prices. This is accomplished through Sunnyvale's Fee Waiver Program along with differential

pricing, which allows profits made in some programs/services to be used to support other programs and services. This strategy is clarified in the newly restructured Leisure Services Budget where specific populations have been identified as being "dependent" and appropriate for receiving subsidy. Populations such as youth, individuals with disabilities, older adults and co-sponsored organizations are all viewed as "dependent" groups for whom services are important. When compared to societal costs, it may be appropriate to subsidize programs, facilities and/or services rather than charging full market prices. Conversely, other populations, primarily in the area of adult programs, are viewed as being "non-dependent". Services for these populations are expected to be self-supporting or even generate profit. That profit then can be used to help underwrite costs of providing services to "dependent" populations.

"When compared to societal costs, it may be appropriate to subsidize programs, facilities and/or services rather than charging full market prices."

The Fee Waiver Program has undergone recent revision to make it more accessible to the community and to make it more customer friendly. Measures are being considered to provide all eligible residents with fee waivers rather than providing them only upon request. Other measures to improve the ease of use are also planned.

Addressing Demand

The concept of Demand Management recognizes that sometimes the City may create demand for services and that there may be multiple ways to address that demand. A City landfill is a classic example of creation of demand. When the landfill is filled, a city can choose to obtain new space by building or leasing a new one. If the City does so, its residents will likely continue old behaviors and produce garbage to fill it. Perhaps a better solution to the same issue would be to decrease the amount of garbage produced and thus reduce the need for the landfill. This might be achieved through education, recycling or other measures.

"The concept of Demand Management recognizes that sometimes the City may create demand for services and that there may be multiple ways to address that demand."

In an example related to the Arts, if a drop in demand is noted for a particular arts class, such as a particular style of dance, the City would look at whether demand for all dance programs has decreased or whether perhaps the demand has shifted to another dance style. The City's response will depend on its analysis of the trends and community conditions and the City's established goals and priorities. The City's response might include increased marketing for the dance class if demand is high but knowledge about its

availability low; restructuring of the class to address concerns about convenience and accessibility; transferring resources to a different arts class where demand is higher; and/or continuing the dance class at a reduced level.

Given limited resources and the movement away from Supply Management, solutions are needed which reduce the demand while continuing to provide comprehensive programs and services. As part of the re-structured budget for Leisure Services, program objectives have been revised to reflect demand-reducing or demand-neutral wording. The Goals for this Arts Sub-Element have also been revised to eliminate demand-creating language. Policies, Goals and Action Statements have been rewritten to achieve the same objective with a different demand outcome.

"Given limited resources and the movement away from Supply Management, solutions are needed which reduce the demand while continuing to provide comprehensive programs and services."

Relationship to the Community Recreation Fund

The Arts are an integral component of the Community Recreation Fund and will continue to become more self-supporting. Revenue generation will be enhanced by market pricing, demand management and the development of additional partnerships to leverage funding. Arts programs and services will continue to be available to the economically disadvantaged through the Fee Waiver Program, differential pricing and discounts which support the program/service principle of assuring access to services for all interested residents. Leisure Services are forecast to be self-sufficient by Fiscal Year 2000/01, which will mean that all Leisure Services, including the Arts, will be more protected from "across the board" cuts in the General Fund.

Supplemental Funding Sources

In order to respond to opportunities for special projects in the Arts, the financial strategy includes review of corporate and foundation giving programs and local, state and national information about available grants for arts programs and services. Given available resources, grant applications may be a possible avenue to pursue for supplemental sources of funding.

Development of a non-profit corporation may be considered to address longer term funding opportunities. Often referred to as a "Friends" group, the major focus of this type of organization would be development and implementation of an on-going fund raising plan for the Arts and possibly other

leisure services to supplement City support. While there are many issues associated with creation of such an organization, including structure, decision making ability and others, the potential power of a "friends" group is impressive, and may be a key strategy in supplementing funding for the Arts and leisure services in the future.

Leveraging of Funds

One of the components of the Community Recreation Fund emphasizes the importance of leveraging funds and other resources. The Department of Parks and Recreation will continue to maintain existing effective arts partnerships and pursue new partnerships to leverage funding, utilize facilities, share staff and attract volunteers. Some examples include: coordination of the Creative Arts Center Gallery Exhibit Program; "Hands On The Arts" Festival; "Yes!" Express After School Program; Concerts in the Park; and the Young Audiences Program offered in conjunction with the California Theatre Center.

CONCLUSION

The Arts are an integral and essential part of the Sunnyvale community, one of the reasons Sunnyvale is a good place to live, work and do business. The City's commitment to ensuring a quality and responsive Arts Program over the past years, as evidenced by the varied and unique developments described in this Sub-Element, sets a strong standard for the future. A number of societal and financial challenges face the City of Sunnyvale, and the Arts are an important component of the needed solutions. By using the very skills that the Arts develop -- creativity, inspiration, communication, leadership -- solutions to these challenges may be easier to find.

FIGURE 5: COMMUNITY CONDITION INDICATORS

	FY 93/94 Actuals	FY 94/95 Actuals	FY 95/96 Projected
Community Center Theatre			
Number of Annual Performances	458	455	440
Number of Participant Hours Generated (rehearsals and performances)	176,766	176,402	172,000
Art Classes			
Number of Registrations: Youth	2,022*	2,157*	2,500
Adult	2,106*	2,080*	2,200
Number of			
Participant Hours: Youth	19,454*	46,623*	35,000
Adult	36,742*	48,525*	58,500
Number of Participant Hours Generated by Arts Co-Sponsored Clubs	109,808	99,810	94,632
Number of Participant Hours Generated by Creative Arts Center Gallery Program	5,010	2,225	5,000
Overall Customer Satisfaction Index	8.5	9.0	8.5
Number of Pieces of Art in Public Places	52	54	54
Number of Art in Private Development Projects	7	7	7

* These figures are estimates - youth and adult data were not tracked separately in Fiscal Years 1993-94 and 1994-95. Starting with Fiscal Year 1995-96, data will be tracked separately.

GOALS, POLICES, AND ACTION STATEMENTS



GOALS, POLICIES, AND ACTION STATEMENTS

GOAL A: ENSURE THE FINANCIAL VIABILITY OF ARTS PROGRAMMING, SERVICES AND FACILITIES IN SUNNYVALE THROUGH PARTNERSHIPS WITH THE PRIVATE AND PUBLIC SECTOR THAT ENABLE THE CITY TO LEVERAGE RESOURCES WHILE MAINTAINING HIGH STANDARDS OF CUSTOMER SERVICE.

POLICY A.1. Maximize City, school, private industry, social service, and arts-related resources through collaborative development and implementation of arts programs, services and facilities with a strong focus on customer service.

Action Statements:

- A.1.a. Seek sponsorships for arts programming and special events.
- A.1.b. Expand partnerships with school districts to enhance arts education and enrichment programs for all youth.
- A.1.c. Work in partnership with neighborhood associations and other community organizations in the provision of community arts programs and services.
- A.1.d. Explore partnerships with other arts related agencies to further regional support for the Arts.
- A.1.e. Explore partnership opportunities with private business and industry to enrich the Arts in the business environment as well as in the broader community.
- A.1.f. Explore partnership opportunities to provide or facilitate multi-cultural celebrations.
- A.1.g. Explore opportunities to partner with the Sunnyvale Library to provide multi-cultural and arts related programs and services including literature and poetry readings.
- A.1.h. Work with the Economic Development Division to identify the economic benefits of the Arts to the Sunnyvale community.

POLICY A.2. Encourage active citizen involvement in development and provision of arts programs, facilities, and services.

Action Statements:

- A.2.a. Annually establish actions in the Arts Commission's work plan to enhance its role as an advisory body to the City Council in actively overseeing and promoting the advancement of the Arts.
- A.2.b. Annually establish actions in the Arts Commission's work plan to enhance its role in promoting the education of citizens and citizens' groups as to the needs, opportunities, and potentials of arts programs, facilities and services throughout the community.
- A.2.c. Develop and utilize arts steering committees, teen and other community advisory committees and focus groups, as appropriate, to evaluate community needs for arts programming, facilities and services.
- A.2.d. Provide meaningful opportunities and training for volunteer involvement in the provision of arts programs, facilities and services, and recognize their contributions in a variety of ways.
- A.2.e. Conduct a comprehensive assessment of needs and use of programs, facilities, and services in conjunction with the needs assessment related to the updating of the Recreation and Arts Sub-Elements.
- A.2.f. Provide mechanisms to solicit, receive, and respond to public comments on the quality, variety and effectiveness of and customer satisfaction with arts programs, facilities and services in conjunction with budget performance measures.
- A.2.g. Increase outreach to establish partnerships and increase communication between the City and multi-cultural groups within the community.

POLICY A.3. Encourage a supportive environment that is receptive to the Arts and welcomes the presence of Art, resident performing arts companies, art services, performances, artists and performers in the community.

Action Statements:

- A.3.a. Continue Co-sponsorship of arts-related non-profit groups to the degree financially feasible and provide opportunities for new arts groups to become co-sponsored.

- A.3.b. Evaluate availability of rehearsal, performance and studio space for local artists and multi-cultural events and consider ways the City can facilitate that provision.
- A.3.c. Provide a distribution/referral/publicity center for local arts groups to publicize their activities, services and performances.
- A.3.d. Evaluate potential barriers to attracting and retaining arts related groups and ventures in the City.
- A.3.e. Explore ways to communicate the City's receptivity to the Arts and arts-related ventures in the community.

POLICY A.4. Further a sense of community identity through the promotion of the Arts.

Action Statements:

- A.4.a. Work with community groups to identify appropriate sites to create art projects such as community murals in public settings including City and school facilities and open spaces, consistent with financial constraints and priorities of the City.
- A.4.b. Develop and implement processes for community involvement in selecting artists for City-commissioned art work.
- A.4.c. Explore with Arts Commission and Planning Commission ways to encourage continuation of a sense of community identity through the Arts.
- A.4.d. Encourage use of art landmarks and references in publications about the City.
- A.4.e. Evaluate and consider implementing arts and multi-cultural events, such as the Hands on the Arts Festival, as a way to develop community identity.
- A.4.f. Explore with the Economic Development Division and Sunnyvale Chamber of Commerce ways and means for art programs and services to be used in attracting and retaining business and industry.
- A.4.g. Identify opportunities for the City to assume an advocacy and leadership role on behalf of the need for and benefits of the Arts and arts funding at the local, regional, state and federal levels.

GOAL B: PROMOTE THE PHYSICAL AND MENTAL WELL BEING OF THE COMMUNITY AND ENSURE EQUAL OPPORTUNITY FOR PARTICIPATION BY PROVIDING OPPORTUNITIES WITHIN GIVEN RESOURCES AND EXERCISING STRONG CUSTOMER SERVICE FOR HIGH QUALITY INVOLVEMENT - BOTH PASSIVE AND ACTIVE - IN ARTS PROGRAMS AND SERVICES.

POLICY B.1. Provide balanced performing and visual arts programs and services within given resources, meeting high customer service standards and addressing the needs and interests of a culturally diverse community.

Action Statements:

- B.1.a. Provide a balanced array of opportunities for both passive and active participation in arts programs and services including: dance, drama, music, literary and visual arts.
- B.1.b. Within given resources, continue to provide exhibition opportunities featuring local artists showing a variety of art styles and mediums.
- B.1.c. Consider development of an annual exhibit to showcase arts instructors' talents.
- B.1.d. Develop, modify, enhance or reduce programs and services based upon the findings of periodic market surveys, trends in the Arts, needs assessments and customer feedback.
- B.1.e. Explore access to KSUN and/or other government access television stations to include arts programming and participation opportunities.
- B.1.f. Actively seek ways to ensure that programming of the visual, musical, literary and performing arts reflect community diversity.

POLICY B.2. Implement art program offerings within given resources and meeting high standards of customer service to meet the needs of identified groups within the population recognizing the rich cultural diversity of the community.

Action Statements:

- B.2.a. Continue offering arts classes tailored for Older Adults utilizing the Multi-Purpose Senior Center as well as encouraging intergenerational activities.
- B.2.b. Continue to provide and develop arts programs for individuals with disabilities.
- B.2.c. Meet or exceed requirements of the Americans with Disabilities Act, making programmatic adjustments where necessary, to provide equal access to arts programs, events, and services.
- B.2.d. Take into account family and school schedules, supervision needs and availability of transportation when planning arts programs and classes.
- B.2.e. Evaluate a decentralized approach to offering arts programs and services, using the Columbia Neighborhood Service Center as a model.

POLICY B.3. Promote awareness, understanding and communication among different cultures and identified groups within the community through the use of the Arts.

Action Statements:

- B.3.a. Provide opportunities for exposure to and participation in art programs representative of an array of cultures.
- B.3.b. Focus on the commonalities of art in differing cultures when offering programs and services.
- B.3.c. Identify cultural groups in the community and explore ways to facilitate and build partnerships for the provision of culturally diverse arts-related programs.

GOAL C: POSITIVELY IMPACT THE DEVELOPMENT OF YOUTH BY PROVIDING A STRONG FOUNDATION IN THE ARTS WHICH CAN SERVE AS INTERVENTION AND PREVENTION THROUGH OPPORTUNITIES FOR HIGH QUALITY INVOLVEMENT - BOTH PASSIVE AND ACTIVE - IN ARTS PROGRAMS AND SERVICES WITHIN GIVEN RESOURCES.

POLICY C.1. Develop and implement, within available resources, art programs and services that positively impact youth development through reduction of unsupervised time, so as to minimize and deter future high risk behavior.

Action Statements:

- C.1.a. Continue and seek partnerships with local school districts to offer after-school programming with a strong focus on the Arts.
- C.1.b. Explore the City's role in providing or facilitating instrumental music instruction for elementary and middle school age children.
- C.1.c. Consider and implement arts and enrichment programs for elementary, middle, and high school youth which address developmental needs for structure, creativity, role models, positive values, skill building, community involvement, and socialization and which supplement curriculum offerings.
- C.1.d. Consider an art component to the program offerings at the new Columbia Neighborhood Service Center.
- C.1.e. Explore with Public Safety ways that art can be used as an intervention for at-risk youth and other youth becoming involved in the criminal justice system.
- C.1.f. Provide children with performing arts experiences which develop long-term appreciation of the Arts and encourage future audience participation.

GOAL D: MAINTAIN SOUND FINANCIAL STRATEGIES AND PRACTICES THAT WILL ENABLE THE CITY TO PROVIDE A COMPREHENSIVE ARTS PROGRAM TO A MAXIMUM NUMBER OF CITIZENS WHILE SUPPORTING THE CONCEPT AND OBJECTIVES OF THE COMMUNITY RECREATION ENTERPRISE FUND.

POLICY D.1. Support the concept and objectives of the Community Recreation Fund as a means to increase self-sufficiency of arts programs and services while reducing reliance on the City's General Fund.

Action Statements:

- D.1.a. Enhance the use of entrepreneurial strategies to strengthen the position of the Arts in the community and identify and reach new markets for arts programs and services.
- D.1.b. Explore establishment of a non-profit supportive "friends" organization that can raise funds and solicit resources on behalf of arts programming and services, consistent with the City Council's goals and policies.

POLICY D.2. Identify additional non-General Fund revenue sources and, where possible, increase revenues from arts programs, services and facilities without jeopardizing the integrity and infrastructure of related facilities and with a commitment to providing excellent customer service.

Action Statements:

- D.2.a. Leverage available resources by pursuing co-funded and/or cooperative agreements for both expansion and maintenance of arts programs, facilities, and services, in order to maximize benefits to the community.
- D.2.b. Seek outside financial support from foundations or through gifts for facilities and program initiatives, where the cost of obtaining and maintaining the grant does not negate its value.
- D.2.c. Explore potential sponsors for expanded Concerts in the Park Program and Downtown Concert Series.

- D.2.d. Explore potential partners for ongoing support of after school programs, such as the Sunnyvale YES! Express.
- D.2.e. Explore additional partnerships and/or funding sources for the Sunnyvale Creative Arts Center Gallery.

POLICY D.3. Utilize available pricing and promotional tools in order to maximize participation and/or use related to arts programs, facilities, and services, without jeopardizing the integrity and infrastructure of related facilities.

Action Statements:

- D.3.a. Utilize market-based pricing in the establishment of arts-related fees, and continually evaluate the effectiveness of pricing strategies.
- D.3.b. Continue to use sound promotional strategies related to arts programs, facilities, and services.
- D.3.c. Evaluate the use of current and emerging technologies as a means of encouraging and enabling participation.
- D.3.d. Continue support of the City's philosophy to be a customer driven organization through staff training and other supervisory policies and practices.

GOAL E: CREATE AN AESTHETICALLY PLEASING ENVIRONMENT FOR SUNNYVALE THROUGH USE OF FUNCTIONAL AND DECORATIVE ART.

POLICY E.1. Encourage alternative funding sources, funding strategies and incentives to provide and encourage the provision of art in public and private development.

Action Statements:

- E.1.a. Explore cost effective alternatives to incorporate art into development projects, including the use of functional art.
- E.1.b. Explore potential private sector funding for Art in Public Places.
- E.1.c. Consider review of existing code requirements for Art in Private Development for effectiveness and compatibility with City goals and modify as appropriate, looking at incentive-based alternatives to requirements.
- E.1.d. Explore a process to work with Public Works and Community Development Departments on development projects, so that an integrated art component is recognized as a goal early in the planning process where financially feasible.

POLICY E.2. Provide and encourage the incorporation of art - both functional and decorative - in public and private development.

Action Statements:

- E.2.a. As non-general fund resources allow, develop a new Master Plan for Public Art.
- E.2.b. Look for opportunities to participate in County and/or regional projects to incorporate art, such as with the planning of the station design for the Tasman Light Rail Project.
- E.2.c. Work with Department of Public Works to include public art components as part of Interpretive Signage Project at SMaRT Station/WPCP Complex.
- E.2.d. Identify and consider opportunities for art components to parks development and/or redevelopment projects, such as at Baylands Park.

- E.2.e. Identify appropriate sites for placement and inclusion of public art, with an eye to visible sites on publicly owned property with an even geographic distribution, such as neighborhood centers, parks and special use facilities.

GOAL F: PROVIDE AND MAINTAIN ARTS FACILITIES BASED ON COMMUNITY NEED AND THE CITY'S ABILITY TO FINANCE, CONSTRUCT, MAINTAIN, AND OPERATE THEM.

POLICY F.1. Provide, maintain, and operate arts facilities within financial constraints such as the Community Center Theatre, Creative Arts Center, artists' studios, gallery and public art collection in a safe, clean and usable condition with attention to customer satisfaction.

Action Statements:

- F.1.a. Conduct periodic surveys and evaluations of use patterns and customer satisfaction in order to provide arts facilities which most effectively meet the community's needs.
- F.1.b. Adhere to a regular schedule of inspection and maintenance of facilities to ensure that high standards of safety, quality, appearance, comfort and customer satisfaction are met in arts facilities for both citizens and City staff.
- F.1.c. Plan and implement appropriate non-use times for arts facilities which will ensure adequate maintenance time.
- F.1.d. Conduct ongoing surveys of special populations related to facilities in order to provide maximum accessibility.
- F.1.e. Evaluate opportunities to utilize regional arts facilities and resources.

RESOLUTION



RESOLUTION NO. 193-95

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SUNNYVALE AMENDING THE GENERAL PLAN BY REVISING THE CULTURAL ARTS SUBELEMENT WHICH SHALL BE ENTITLED "ARTS SUBELEMENT"

WHEREAS, the Department of Parks and Recreation has proposed an amendment to the 1972 General Plan of the City of Sunnyvale, as amended, to revise the Cultural Arts Subelement thereto, which proposed Subelement is set forth in Report to Council No. 95-363 dated September 26, 1995; and

WHEREAS, the Department of Parks and Recreation has proposed to change the name of the Cultural Arts Subelement to the "Arts Subelement" to clarify public understanding of the City's programs; and

WHEREAS, this project is exempt from the requirements of the California Environmental Quality Act of 1970, as amended, under Guidelines Section 15061(b)(3) and City Council Resolution No. 193-86; and

WHEREAS, the Planning Commission held a noticed public hearing on the proposed amendments on September 11, 1995, after which the Planning Commission recommended that the City Council adopt the amendment; and

WHEREAS, the City Council held a noticed public hearing to consider adoption of the amendment on September 26, 1995, at which time certain amendments to the Subelement were approved;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SUNNYVALE THAT:

1. The City Council finds and determines that the proposed amendment conforms with the requirements provided for in the Sunnyvale Municipal Code, that it is a suitable and logical change of the General Plan for the development of the City of Sunnyvale, and that it is in the public interest.

2. The revised Cultural Arts Subelement, renamed the "Arts Subelement," a copy of which is on file in the Office of the City Clerk of the City of Sunnyvale, is hereby adopted and added to the 1972 General Plan of the City of Sunnyvale. The above-described Subelement, incorporating amendments approved at the time of adoption, is hereby incorporated by this reference.

3. The Mayor and City Clerk are directed to endorse the amendment to the 1972 General Plan of the City of Sunnyvale and to show that the same has been adopted by the City Council.

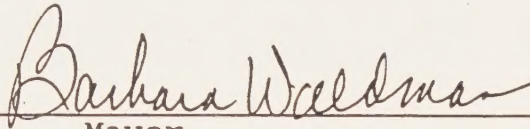
4. The City Clerk is directed to file a certified copy of the amendment to the 1972 General Plan of the City of Sunnyvale

with the Board of Supervisors and the Planning Commission of the County of Santa Clara and the planning agency of each city within the County of Santa Clara. The City Clerk is directed further to file a certified copy of the amendment with the legislative body of each city, the land of which may be included in said plan.

Adopted by the City Council at a regular meeting held on September 26, 1995, by the following vote:

AYES: ROBERTS, ROWE, NAPIER, KAWCZYNSKI, PARKER, NOLL, WALDMAN
NOES: NONE
ABSENT: NONE

APPROVED:



Mayor

ATTEST:
City Clerk

By 

Deputy City Clerk
(SEAL)

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